



## Local Workforce Strategic Plan

for Worksystems, Inc.  
City of Portland, Multnomah & Washington Counties (Region 2)

January 1, 2013 – June 30, 2015

### INTRODUCTION

**A CALL TO ACTION:** The great recession of 2008 was a watershed year for most Americans, forcing everyone to re-assess what they do and how they do it. The workforce system is no exception. The recession magnified existing problems and created entirely new challenges for the workforce system. High unemployment, unprecedented loss of jobs that will likely never be replaced, long-term job displacement, stagnating incomes, fragmented programs and services, growing skill gaps, diminishing resources and increasing poverty are the new realities facing the workforce system.

In response, Governor Kitzhaber delivered a powerful charge to State and Local Workforce Boards: Build a sustainable, systemic approach to workforce development that produces a highly-skilled workforce, advances more people into family wage jobs, and helps our businesses and workers succeed in a fundamentally transformed economy. The Governor challenged us to coordinate the development of a system that will result in:

- Greater benefit for businesses and job seekers by eliminating programmatic silos and promoting greater coordination, transparency and accountability.
- Increased opportunities for all Oregonians, including veterans, people of color and those with disabilities.
- Increased decision making about how to use public resources to solve problems at the level closest to Oregon's people—the local level—to the greatest extent possible.
- Expanded public/private partnerships to assure the relevance and long-term sustainability of workforce programs.

**OUR RESPONSE:** To achieve the Governor's vision, and support a thriving economy, our region needs competitive companies, productive people and innovative ideas. We must build on past successes and continue to evolve the regional workforce development system to help businesses grow and workers succeed. This requires a shared vision, strategic coordination, smart investments and hard decisions.

**THE 2013-2015 REGIONAL PLAN:** The Governor and the State Workforce Board have laid out the initial strategies to be undertaken at the local level to move towards the achievement of the Governor's goals. This Plan adopts the Governor's vision, goals and strategies and provides the framework to develop the specifics of "how" the strategies will be carried out in our region. This Plan begins the translation of the Governor's vision into coordinated state and local action and supports the continued development of a workforce system that adds maximum value to our region's economy.

## STRATEGIC PLAN OUTCOME AND GOALS

The outcome of the 2013-2015 Strategic Plan is a workforce system that serves business by developing qualified employees and giving current and future workers the skills and support they need to successfully engage, advance, and succeed in the labor market.

GOAL I: The regional workforce system is aligned, provides integrated services, and makes efficient use of resources to achieve better outcomes for businesses and job seekers.

*Primary Strategy: Maximize engagement of partners and programs in the regional WorkSource system.*

Areas of Focus:

- Develop and execute regional performance compacts.
- Certify the quality and effectiveness of all regional WorkSource centers.
- Collect, analyze and publish system outcome data.

GOAL II: Regional workers have the skills they need to fill current and emerging, high-wage, high-demand jobs.

*Primary Strategy: Establish the region as “work ready.”*

Areas of Focus:

- Identify regional/sub-regional work-ready communities.
- Convene local partners to implement work-ready strategies and achieve certification.
- Collect, analyze and publish outcome data related to work ready status.

GOAL III: Ensure that youth and the emergent workforce have the academic and core competencies required by employers.

*Primary Strategy: Enhance work-based learning opportunities and post-secondary transitions and success for disconnected youth.*

Areas of Focus:

- Centralize and expand work-based activities.
- Develop a systemic approach to support post-secondary persistence and completion.

GOAL IV: Employers have the skilled workers they need to remain competitive and contribute to local prosperity.

*Primary Strategy: Align regional workforce efforts in support of the following industry sectors: Advanced Manufacturing, IT/Software, and Health Care.*

Areas of Focus:

- Establish the Columbia-Willamette Workforce Collaborative as a coordinator of regional sector initiatives.
- Convene sectors to understand industry needs and priorities.
- Coordinate local partners to implement solutions.
- Create feedback mechanism to inform service delivery and monitor progress.

## IMPLEMENTATION PLAN

The Local Workforce Investment Board for the City of Portland, Multnomah and Washington Counties has been charged by the Governor with developing and implementing a local workforce plan to achieve the Governor's workforce goals. Following are detailed strategies that will be undertaken locally over the next two years to move our region towards the attainment of these goals.

### SECTOR STRATEGIES

For many years, Worksystems has used an industry sector approach to serve regional industry and support regional workers. Worksystems engages with key sectors to understand labor market trends, identify current and emergent workforce needs, engage partners, and to access grants, tax credits, and subsidies to craft comprehensive workforce solutions developed and driven by industry. Our role in promoting and pursuing sector strategies is to build the regional partnerships, coordinate the dialogue, develop the actions, secure and invest the resources and evaluate the outcomes. Over the years, we have evolved our approach to align with our workforce and economic development partners across the broader Portland – Vancouver Metropolitan Area to assure that our efforts support the needs of workers and employers regardless of jurisdictional boundaries. With an area more than 6,600 square miles, a population over 2.2 million, a workforce of nearly 1.7 million, more than 70,000 businesses, 2 states, 7 counties, 24 cities, 27 colleges and universities, 28 business chambers, 41 school districts, and 61 economic development organizations the Portland – Vancouver Metropolitan Area is a vibrant, diverse and complex region.

In full appreciation of the unique local jurisdictions that comprise the region, we believe there are significant advantages to building a regional approach to workforce development and talent management. The quality of the region's workforce is a primary driver of economic development and the region's overall economic health. We know that regions who most effectively manage their talent are likely to be more competitive and will attract the quality of jobs people need to support themselves and their families. We understand that people are willing to travel throughout the region for the best opportunities and that businesses need the most qualified workers regardless of where they live. We know we need 21<sup>st</sup> century solutions to solve 21<sup>st</sup> century problems.

To this end, the Workforce Investment Boards representing the Portland – Vancouver Metropolitan Area have developed a unified approach to serve industry, support economic development and guide public workforce investments. Our partnership, the Columbia-Willamette Workforce Collaborative (the Collaborative), aligns our capabilities and resources to improve the region's ability to leverage and layer funding streams, to coordinate ideas and strategies, to pursue resources and fill gaps, to link workforce supply and industry demand, and enable life-long learning and advancement. We are committed to assuring alignment, coordination and accountability in our efforts and prioritizing a collective response when it is in the best interest of the workers and businesses of the region.

Through the Columbia-Willamette Workforce Collaborative, Worksystems will support 3 targeted sectors during this Plan period: Health Care, Advanced Manufacturing and IT/Software. Over the life of the Plan, the Collaborative will implement targeted sector strategies with regional partnerships of employers, educators, workforce developers and other stakeholders that address the skills needs of these critical regional industries.

**1. The Sectors: Describe each sector including the geographic distribution of employers in the sector, whether the sector is growing, shrinking or stable and why you selected it.**

**HEALTH CARE**

Health care was chosen because it has the strongest employment growth of any industry in the Portland Metro Area and because it offers many pathways to living wage jobs for lower skilled job seekers. In June, 2012, the Collaborative released a [Regional Health Care Workforce Report](#) detailing job opportunities, growth, and training needs in the region utilizing a variety of data sources and input from local Health Care employers. An analysis of the data indicates that the Health Care sector will continue to thrive and grow in the Portland-Vancouver metro area over the next five years. While many comparable metro areas across the country face urgent shortages in core occupations like Registered Nurses and Medical Laboratory Technicians, the Portland-Vancouver area has been safeguarded from such shortages by a responsive system of post-secondary institutions that have adapted and expanded training programs to keep up with anticipated demand and from the significant number of individuals who chose to enter the Health Care profession.

The health care sector includes hospitals, offices of physicians and other health care providers, and nursing and residential care facilities. The sector’s median hourly wage is \$20.38 compared to \$17.78 for all occupations in the Tri-County area (private sector) and half of the 20 largest occupations pay more than the median wage. The 20 largest occupations employ 46,500 people, which represents 60% of the total employment in the sector. The single largest occupation is Registered Nurse.

**20 Largest Occupations in the Health Care Sector**  
Tri-County Region (Clackamas, Multnomah, Washington Counties)

Occupation	2010 Jobs	% of Sector Employment	Location Quotient <sup>1</sup>	Median Wage <sup>1</sup>	% of Median Wage (all occupations) <sup>1</sup>	Minimum Education
Registered Nurses	11,400	15%	0.89	\$ 38.64	213%	Associate
Nursing Aides, Orderlies, and Attendants	4,626	6%	0.64	12.78	71%	Short term on-the-job training
Physicians and Surgeons	3,477	5%			n/a	1st Professional
Home Health Aides	3,234	4%	0.46	10.14	56%	Short term on-the-job training
Medical Secretaries	3,992	5%	2.08	16.89	93%	Moderate term on-the-job training
Medical Assistants	3,280	4%	1.07	16.28	90%	Moderate term on-the-job training
Receptionists and Information Clerks	1,438	2%	0.76	12.92	71%	Short term on-the-job training
Personal and Home Care Aides	2,288	3%	1.09	10.51	58%	Short term on-the-job training
Dental Assistants	1,980	3%	1.39	18.79	104%	Moderate term on-the-job training
Maids and Housekeeping Cleaners	1,320	2%	0.75	10.14	56%	Short term on-the-job training
Food Servers, Nonrestaurant	822	1%	0.99	10.07	56%	Short term on-the-job training
Medical and Health Services Managers	969	1%	0.86	46.56	257%	Bachelor's
Dental Hygienists	1,459	2%	1.40	39.64	219%	Associate
Healthcare Support Workers, All Other	1,083	1%	1.33	16.91	93%	Short term on-the-job training
Medical and Clinical Laboratory Technologists	917	1%	0.88	31.91	176%	Postsecondary training
Office Clerks, General	1,024	1%	0.76	14.49	80%	Short term on-the-job training
Licensed Practical and Licensed Vocational Nurses	888	1%	0.28	23.37	129%	Postsecondary training
Emergency Medical Technicians and Paramedics	673	1%	0.71	19.68	109%	Postsecondary training
Supervisors & Mgrs. of Office & Admin. Support Workers	740	1%	0.80	24.28	134%	Related work experience
Medical Records and Health Information Technicians	847	1%	1.03	18.53	102%	Postsecondary training

<sup>1</sup> Greater Portland Metro Area (7-county), 2011

Source: Oregon Employment Department, Bureau of Labor Statistics

## ADVANCED MANUFACTURING

Some sub-sectors of advanced manufacturing are growing, and some are shrinking. For example, semiconductor manufacturers are projected to add over 841 jobs in the region over the next five years, while plastics product manufacturing is projected to decrease by 400 jobs. Overall, the industry has many entry-level employment opportunities for low to middle skilled workers and even for sub-sectors that show minimal to no growth, there are still significant employment opportunities due to the large concentrations of jobs in the region. The region's manufacturing workforce is also an aging workforce so there will be ample employment opportunities due to expected retirements. Overall, employment in manufacturing is projected to be stable in our region for the next five years. Several local training programs are available that provide credentials or preparation for entry into each career pathway.

The advanced manufacturing sector includes metals, machinery, transportation equipment, and green manufacturing. The sector's median hourly wage is \$21.30 compared to \$17.78 for all occupations in the Tri-County area (private sector) and half of the 20 largest occupations pay near or more than the median wage. The 20 largest occupations employ 13,200 people, which represents over half of the total employment in the sector.

**20 Largest Occupations in the Industrial Manufacturing Sector**  
Tri-County Region (Clackamas, Multnomah, Washington Counties)

Occupation	2010 Jobs	% of Sector Employment	Location Quotient <sup>1</sup>	Median Wage <sup>1</sup>	% of Median Wage (all occupations) <sup>1</sup>	Minimum Education
Welders, Cutters, Solderers, and Brazers	1,724	7%	0.94	\$ 17.83	98%	Long term on-the-job training
Machinists	1,179	5%	0.83	20.77	115%	Long term on-the-job training
Supervisors & Managers of Production & Operating Workers	954	4%	0.95	26.24	145%	Related work experience
Assemblers, Multi-task or Team	899	3%	0.50	14.55	80%	Moderate term on-the-job training
Computer-Controlled Machine Tool Operators, Metal & Plastic	763	3%	2.00	16.55	91%	Long term on-the-job training
Production Worker's Helpers	700	3%	0.64	12.52	69%	Short term on-the-job training
Structural Metal Fabricators and Fitters	689	3%	1.63	20.33	112%	Long term on-the-job training
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	682	3%	1.04	15.01	83%	Moderate term on-the-job training
Inspectors, Testers, Sorters, Samplers, and Weighers	666	3%	1.04	17.03	94%	Moderate term on-the-job training
Assemblers and Fabricators, All Other	592	2%	1.65	16.38	90%	Moderate term on-the-job training
Grinding, Lapping, Polishing, & Buffing Machine Tool Setters, Operators, & Tenders, Metal & Plastic	587	2%	1.56	16.06	89%	Moderate term on-the-job training
Shipping, Receiving, and Traffic Clerks	560	2%	1.10	14.24	79%	Short term on-the-job training
General and Operations Managers	478	2%	0.94	44.85	248%	Bachelor's
Mechanical Engineers	470	2%	1.28	38.80	214%	Bachelor's
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	467	2%	0.73	14.81	82%	Moderate term on-the-job training
Wholesale & Manufacturing Sales Reps, exc. Tech. & Scientific Prod.	416	2%	1.11	27.73	153%	Related work experience
Laborers and Freight, Stock, and Material Movers, Hand	368	1%	1.13	12.20	67%	Short term on-the-job training
Industrial Machinery Mechanics	349	1%	1.10	24.92	138%	Long term on-the-job training
Bookkeeping, Accounting, and Auditing Clerks	346	1%	1.16	17.72	98%	Postsecondary training
Milling & Planing Machine Setters, & Operators, Metal & Plastic	325	1%	2.31	28.12	155%	Moderate term on-the-job training

<sup>1</sup> Greater Portland Metro Area (7-county), 2011

Source: Oregon Employment Department, Bureau of Labor Statistics

## IT/SOFTWARE

The local technology industry, as defined by the sub-industries Computer Systems Design, Software Publishers, and Data Processing/Hosting, is projected to grow by 14%+ over the next five years, and is expected to add nearly 5,000 new jobs. Each of the occupations mentioned below will have at least 50 annual openings per year, and there are local training programs at the community college and university level that lead to relevant credentials in each job category.

Largely, opportunities for those new to the field require a post-secondary certification at a minimum, likely an Associate's degree. If not pursuing a Bachelor's degree from the outset, most new IT/Software industry workers will start in a technical support capacity, often not within the defined cluster. But further credentialing can lead to movement into and within the cluster. There are various short-term trainings that can help people learn new platforms or programming languages to maintain skill relevance in a quickly changing field.

The IT/software sector includes computer and electrical equipment manufacturing, software publishers, data processing services, and computer systems design. The sector's median hourly wage is \$33.33 compared to \$17.78 for all occupations in the Tri-County area (private sector) and 16 of the 20 largest occupations pay more than the median wage. The 20 largest occupations employ 29,100 people, which represents 60% of the total employment in the sector. The single largest occupation is Computer Software Engineer.

**20 Largest Occupations in the High Tech Sector**  
Tri-County Region (Clackamas, Multnomah, Washington Counties)

Occupation	2010 Jobs	% of Sector Employment	Location Quotient <sup>1</sup>	Median Wage <sup>1</sup>	% of Median Wage (all occupations) <sup>1</sup>	Minimum Education
Computer Software Engineers, Applications	4,721	10%	1.55	\$ 43.84	242%	Bachelor's
Electrical and Electronic Equipment Assemblers	4,342	9%	2.89	\$15.68	87%	Short term on-the-job training
Computer Hardware Engineers	2,182	5%	n/a	n/a	n/a	Bachelor's
Electronics Engineers, Except Computer	2,038	4%	2.47	\$44.98	248%	Bachelor's
Electrical and Electronic Engineering Technicians	1,602	3%	2.26	\$25.51	141%	Associate
Semiconductor Processors	1,449	3%	19.01	\$16.22	90%	Related work experience
Computer Support Specialists	1,260	3%	1.18	\$23.35	129%	Postsecondary training
Engineering Managers	1,234	3%	1.73	\$61.52	340%	Bachelor's
Business Operations Specialists, All Other	1,216	3%	1.38	\$28.92	160%	Bachelor's
Industrial Engineers	1,120	2%	1.19	\$41.64	230%	Bachelor's
Computer and Information Systems Managers	1,007	2%	1.24	\$53.24	294%	Bachelor's
Computer Software Engineers, Systems Software	926	2%	0.68	\$45.26	250%	Bachelor's
Computer Programmers	821	2%	0.91	\$34.77	192%	Bachelor's
Engineers, All Other	805	2%	1.50	\$44.61	246%	Bachelor's
Computer Systems Analysts	787	2%	0.80	\$39.52	218%	Bachelor's
Technical and Scientific Products	780	2%	1.60	\$42.97	237%	Related work experience
Computer Specialists, All Other	716	1%	1.18	\$23.35	129%	Postsecondary training
Inspectors, Testers, Sorters, Samplers, and Weighers	704	1%	1.04	\$17.03	94%	Moderate term on-the-job training
Executive Secretaries and Administrative Assistants	698	1%	0.63	\$22.67	125%	Moderate term on-the-job training
Network Systems and Data Communications Analysts	671	1%	1.23	\$31.53	174%	Bachelor's

<sup>1</sup> Greater Portland Metro Area (7-county), 2011

Source: Oregon Employment Department, Bureau of Labor Statistics

**2. Sectors' Economic Size and Scope: Number of firms and jobs in the sector, types of firms (small, medium large?) percent of total employment, their primary suppliers of labor (WorkSource, temp agencies, community colleges, apprenticeship programs, etc.), sales revenue where appropriate, economic development plans for this sector.**

	Firm Count (1Q, 2011)	Employment	Payroll	Avg. Annual Pay/Job	Avg. Firm Size*	Number of Firms by Size Class (1Q 2011, private sector)									
						0 Employees	1-4 Employees	5-9 Employees	10-19 Employees	20-49 Employees	50-99 Employees	100-249 Employees	250-500 Employees	500 + Employees	
Health Care	3,612	78,517	\$ 4,111,917,553	\$ 52,370	22.7	193	1,895	767	345	202	108	74	13	15	
Industrial Manufacturing	727	27,640	\$ 1,700,463,076	\$ 61,522	38.3	22	245	133	118	117	43	31	8	10	
High Tech	1,821	50,527	\$ 5,338,912,604	\$ 105,665	31.0	227	1,024	202	136	109	46	50	13	14	
All Industries, private sector	48,676	701,809	\$ 35,005,840,512	\$ 49,879	18.7	8,346	23,275	7,251	4,601	3,027	1,069	718	221	168	
----- As a Share of Region Total (private sector) -----															
	Firm Count (1Q2011)	Employment	Payroll	Avg. Annual Pay/Job											
Health Care	7.4%	11.2%	11.7%	105%											
Industrial Manufacturing	1.5%	3.9%	4.9%	123%											
High Tech	3.7%	7.2%	15.3%	212%											
*Of firms with employment >0															

Source: Oregon Employment Department Quarterly Census of Employment and Wages

**3. Job Demand for the Sectors: Short- and mid-term growth projections based on both new and replacement jobs, demographics of the existing workforce in these companies (age, gender, race, native-language, etc.), reported skill shortages.**

**HEALTH CARE**

The health care workforce is overwhelmingly female with women making up three-quarters of total employment. Nearly one-quarter of health care workers are nearing retirement age. The sector has a turnover rate of 6.2%, which is lower than the overall turnover rate of 8.5% for all industries. Nursing and residential care facilities have the highest turnover rate (10.7%) and hospitals have the lowest (3.2%).

The health care sector is expected to add 25,000 new jobs between 2010 and 2020 (a 33% growth) and an additional 16,900 jobs will become open due to replacement needs. Many of the jobs will require an associate degree or higher as either a minimum educational requirement or to be considered competitive.

SOC Code	Title	Employment				2010-2020 Openings		
		2010	2020	Change	Percent Growth	Due to Growth	Due to Replacement	Total
<b>Health Care</b>								
<b>00-0000</b>	<b>Total, All Occupations in Sector</b>	<b>76,844</b>	<b>101,886</b>	<b>25,042</b>	<b>32.6%</b>	<b>25,042</b>	<b>16,885</b>	<b>41,927</b>
29-1111	Registered Nurses	11,400	14,584	3,184	27.9%	3,184	2,352	5,536
31-1012	Nursing Aides, Orderlies, and Attendants	4,626	6,094	1,468	31.7%	1,468	691	2,159
29-1060	Physicians and Surgeons	3,477	4,724	1,247	35.9%	1,247	812	2,059
31-1011	Home Health Aides	3,234	4,714	1,480	45.8%	1,480	513	1,993
43-6013	Medical Secretaries	3,992	5,255	1,263	31.6%	1,263	620	1,883
31-9092	Medical Assistants	3,280	4,504	1,224	37.3%	1,224	597	1,821
43-4171	Receptionists and Information Clerks	1,438	1,959	521	36.2%	521	514	1,035
39-9021	Personal and Home Care Aides	2,288	2,960	672	29.4%	672	208	880
31-9091	Dental Assistants	1,980	2,345	365	18.4%	365	454	819
37-2012	Maids and Housekeeping Cleaners	1,320	1,801	481	36.4%	481	263	744
35-3041	Food Servers, Nonrestaurant	822	1,246	424	51.6%	424	292	716
11-9111	Medical and Health Services Managers	969	1,292	323	33.3%	323	276	599
29-2021	Dental Hygienists	1,459	1,728	269	18.4%	269	319	588
31-9099	Healthcare Support Workers, All Other	1,083	1,463	380	35.1%	380	195	575
29-2011	Medical and Clinical Laboratory Technologists	917	1,273	356	38.8%	356	213	569
43-9061	Office Clerks, General	1,024	1,378	354	34.6%	354	212	566
29-2061	Licensed Practical and Licensed Vocational Nurses	888	1,175	287	32.3%	287	275	562
29-2041	Emergency Medical Technicians and Paramedics	673	999	326	48.4%	326	168	494
43-1011	Supervisors and Managers of Office and Administrative Support Workers	740	995	255	34.5%	255	232	487
29-2071	Medical Records and Health Information Technicians	847	1,121	274	32.4%	274	197	471

## ADVANCED MANUFACTURING

The advanced manufacturing workforce is overwhelmingly male with men accounting for 80% of all workers. Half of the workforce is 45 years or older and nearly one-quarter are approaching retirement age. Only 24% of the workforce is under the age of 35 compared to 37% for all industries. The sector has a turnover rate of 5.4%, which is lower than the overall turnover rate of 8.5% for all industries.

The advanced manufacturing sector is expected to add 5,400 new jobs between 2010 and 2020 (a 21% growth) and an additional 5,900 jobs will become open due to replacement needs. Most of the jobs will require an associate degree or less as a minimum educational requirement.



SOC Code	Title	Employment				2010-2020 Openings		
		2010	2020	Change	Percent Growth	Due to Growth	Due to Replacement	Total
<b>Industrial Manufacturing</b>								
<b>00-0000</b>	<b>Total, All Occupations in Sector</b>	<b>25,740</b>	<b>31,168</b>	<b>5,428</b>	<b>21.1%</b>	<b>5,428</b>	<b>5,943</b>	<b>11,371</b>
51-4121	Welders, Cutters, Solderers, and Brazers	1,724	2,088	364	21.1%	364	509	873
51-4041	Machinists	1,179	1,440	261	22.1%	261	240	501
51-2092	Assemblers, Multi-task or Team	899	1,097	198	22.0%	198	198	396
51-1011	Supervisors and Managers of Production and Operating Workers	954	1,167	213	22.3%	213	139	352
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	763	926	163	21.4%	163	161	324
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	666	811	145	21.8%	145	161	306
51-2041	Structural Metal Fabricators and Fitters	689	833	144	20.9%	144	146	290
43-5071	Shipping, Receiving, and Traffic Clerks	560	679	119	21.3%	119	158	277
17-2141	Mechanical Engineers	470	573	103	21.9%	103	168	271
51-9198	Production Worker's Helpers	700	831	131	18.7%	131	127	258
51-2099	Assemblers and Fabricators, All Other	592	694	102	17.2%	102	127	229
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	587	714	127	21.6%	127	102	229
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	467	582	115	24.6%	115	88	203
41-4012	Wholesale and Manufacturing Sales Representatives,	416	509	93	22.4%	93	109	202
11-1021	General and Operations Managers	478	576	98	20.5%	98	98	196
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	368	427	59	16.0%	59	127	186
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	682	810	128	18.8%	128	55	183
51-4191	Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	167	198	31	18.6%	31	143	174
49-9041	Industrial Machinery Mechanics	349	432	83	23.8%	83	75	158
43-5061	Production, Planning, and Expediting Clerks	300	360	60	20.0%	60	86	146

## IT/SOFTWARE

The IT/software workforce is predominantly male with men accounting for nearly three-quarters of all workers. The sector employs relatively more people between the ages of 35 and 54 as compared to all industries in the region with only one-in-seven workers aged 55 or older. The sector has a turnover rate of 5.5%, which is lower than the overall turnover rate of 8.5% for all industries.

The IT/software sector is expected to add 10,200 new jobs between 2010 and 2020 (a 21% growth) and an additional 10,500 jobs will become open due to replacement needs. The vast majority of the jobs will require an associate degree or higher as a minimum educational requirement with many requiring a bachelor degree.

SOC Code	Title	Employment				2010-2020 Openings		
		2010	2020	Change	Percent Growth	Due to Growth	Due to Replacement	Total
<b>High Tech</b>								
<b>00-0000</b>	<b>Total, All Occupations in Sector</b>	<b>48,183</b>	<b>58,340</b>	<b>10,157</b>	<b>21.1%</b>	<b>10,157</b>	<b>10,493</b>	<b>20,650</b>
15-1031	Computer Software Engineers, Applications	4,721	6,020	1,299	27.5%	1,299	558	1,857
51-2022	Electrical and Electronic Equipment Assemblers	4,342	4,946	604	13.9%	604	671	1,275
17-2061	Computer Hardware Engineers	2,182	2,480	298	13.7%	298	551	849
17-2072	Electronics Engineers, Except Computer	2,038	2,347	309	15.2%	309	529	838
15-1041	Computer Support Specialists	1,260	1,705	445	35.3%	445	389	834
51-9141	Semiconductor Processors	1,449	1,637	188	13.0%	188	365	553
17-3023	Electrical and Electronic Engineering Technicians	1,602	1,826	224	14.0%	224	328	552
11-3021	Computer and Information Systems Managers	1,007	1,316	309	30.7%	309	177	486
13-1199	Business Operations Specialists, All Other	1,216	1,442	226	18.6%	226	255	481
15-1021	Computer Programmers	821	1,067	246	30.0%	246	219	465
41-4011	Wholesale and Manufacturing Sales Representatives, Technical and Scientific Products	780	1,016	236	30.3%	236	211	447
11-9041	Engineering Managers	1,234	1,414	180	14.6%	180	258	438
43-4051	Customer Service Representatives	642	849	207	32.2%	207	212	419
17-2112	Industrial Engineers	1,120	1,276	156	13.9%	156	261	417
15-1051	Computer Systems Analysts	787	1,008	221	28.1%	221	168	389
11-2021	Marketing Managers	620	777	157	25.3%	157	203	360
15-1099	Computer Specialists, All Other	716	913	197	27.5%	197	153	350
15-1032	Computer Software Engineers, Systems Software	926	1,166	240	25.9%	240	109	349
17-2199	Engineers, All Other	805	923	118	14.7%	118	190	308

<b>Employment by Age and Gender in Targeted Sectors</b>										
Age Group	Health Care			Industrial Manufacturing			High Tech			Total
	Males	Females	Total	Males	Females	Total	Males	Females	Total	
14-99	19,121	62,015	81,137	21,986	5,185	27,170	35,082	14,625	49,707	
14-18	222	400	626	73	15	95	44	24	76	
19-21	559	1,573	2,133	432	92	525	240	109	351	
22-24	886	3,196	4,082	809	156	965	679	313	995	
25-34	4,230	15,319	19,550	4,026	884	4,908	7,643	3,094	10,736	
35-44	4,613	13,798	18,412	5,345	1,248	6,594	11,821	4,355	16,173	
45-54	4,113	14,010	18,124	6,415	1,542	7,958	9,444	4,065	13,510	
55-64	3,588	11,699	15,285	4,245	1,024	5,269	4,683	2,367	7,048	
65-99	908	2,020	2,925	636	214	851	518	287	806	

Source: Oregon Employment Department and U.S. Census Bureau, Local Employment Dynamics

**4. Supply and Demand Alignment for the Sectors: Match between demand and the regional inventory of job seekers, as well as the availability of career paths which lead to self-sufficiency wages. What opportunities exist in your target industry sector for low-income workers and disadvantaged job seekers?**

**HEALTH CARE**

The list of entry-level occupations is broad and accessible to people entering health careers for the first time. These occupations have median wages between \$14.08 and \$23.34/hr. Nursing Aides, Phlebotomists, and EMTs are stepping stone occupations into the health care sector for lower-skilled workers with little or no postsecondary experience. Credentials are stackable as well: CNAs can lead to LPNs, which can in some cases articulate into nursing programs; dental assistant degrees can lead toward hygienist degrees; EMT certifications can count toward AAS Paramedic programs.

The middle-level occupations generally require Associate’s degrees and offer significant wage increases, with median wages between \$17.54 and \$38.40/hr. Technician/Technologist credentials are in particularly high demand, and can be a skill upgrade option for those with experience in entry-level occupations.

SOC Code	Title	UI Claimants <sup>1</sup>	Jobseekers <sup>2</sup>	2009-2010 Training Completers
<b>Health Care</b>				
29-1111	Registered Nurses	276	449	1474
31-1012	Nursing Aides, Orderlies, and Attendants	612	1,726	47
43-6013	Medical Secretaries	1,007	1,414	139
29-1060	Physicians and Surgeons	35	428	123
31-9092	Medical Assistants	650	1,038	1921
31-1011	Home Health Aides	1,003	1,678	44
39-9021	Personal and Home Care Aides	1,053	1,798	
31-9091	Dental Assistants	236	571	605
29-2021	Dental Hygienists	50	154	170
43-4171	Receptionists and Information Clerks	3,566	5,396	151
UI Claimants: Oregonians filing for Unemployment Insurance benefits (active status, August 2012)				
Jobseekers who are registered with The Oregon Employment Department (active status, August 2012)				
Jobseekers can register for more than one occupation				
<i>Source: Oregon Employment Department</i>				

## ADVANCED MANUFACTURING

Advanced Manufacturing also offers a wide range of entry-level occupations for people entering careers in this sector. These occupations have median wages between \$13.35 and \$17.68/hr. Production, machine operation and assembly occupations are entry points into the manufacturing sector for lower-skilled workers with little or no post-secondary experience. These occupations rarely require more than on-the-job training; however, candidates with foundational manufacturing skill sets such as shop math, blueprint reading, OSHA and use of precision measuring devices will be better positioned for success and promotion to middle skilled occupations.

While many companies promote and train from within, middle-level occupations generally require formal technical training leading to certification and Associate’s degrees. These occupations offer significant wage increases, with median wages between \$17.85 and \$26.61/hr. Machining skills and credentials are in particularly high demand, and can be a skill upgrade option for those with experience in entry-level occupations.

SOC Code	Title	UI Claimants <sup>1</sup>	Jobseekers <sup>2</sup>	2009-2010 Training Completers
<b>Industrial Manufacturing</b>				
51-4121	Welders, Cutters, Solderers, and Brazers	534	1,043	238
51-4041	Machinists	334	727	56
51-1011	Supervisors and Managers of Production and Operating Workers	927	1,348	60
51-2092	Assemblers, Multi-task or Team	1,467	2,748	
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	311	653	29
51-9198	Production Worker's Helpers	1,521	2,987	
51-2041	Structural Metal Fabricators and Fitters	313	606	29
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	310	644	77
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	635	1,447	
51-2099	Assemblers and Fabricators, All Other	1,450	2,809	
UI Claimants: Oregonians filing for Unemployment Insurance benefits (active status, August 2012)				
Jobseekers who are registered with The Oregon Employment Department (active status, August 2012)				
Jobseekers can register for more than one occupation				
<i>Source: Oregon Employment Department</i>				

## IT/SOFTWARE

The list of entry-level occupations is narrow, but accessible: there are numerous local programs that train entry-level technical support workers. Computer Support Specialists earn a median wage of \$21.33 and can earn a credential within a year. Specialist positions are stepping stones into all other IT occupations.

The middle-level occupations generally require Bachelor's degrees and offer significant wage increases, with median wages between \$26.43 to \$52.49/hr.

SOC Code	Title	UI Claimants <sup>1</sup>	Jobseekers <sup>2</sup>	2009-2010 Training Completers
<b>High Tech</b>				
15-1031	Computer Software Engineers, Applications	616	1,079	201
51-2022	Electrical and Electronic Equipment Assemblers	742	1,474	2
17-2061	Computer Hardware Engineers	141	366	16
17-2072	Electronics Engineers, Except Computer	115	232	224
17-3023	Electrical and Electronic Engineering Technicians	291	512	179
51-9141	Semiconductor Processors	293	680	2
15-1041	Computer Support Specialists	1,345	2,300	56
11-9041	Engineering Managers	205	366	1104
13-1199	Business Operations Specialists, All Other	826	1,255	24
17-2112	Industrial Engineers	130	267	49
UI Claimants: Oregonians filing for Unemployment Insurance benefits (active status, August 2012)				
Jobseekers who are registered with The Oregon Employment Department (active status, August 2012)				
Jobseekers can register for more than one occupation				
<i>Source: Oregon Employment Department</i>				

**5. Population to be served: Describe those you intend to serve with your sector strategy (i.e. unemployed workers in a particular industry, youth, current workers, the disadvantaged) and the barriers that have prevented this population from advancing into better jobs in the industry.**

WorkSource Portland Metro customers who are interested in and qualified to enter sector training will be given the opportunity to participate. Connecting customers to sector training will depend on their current level of skills and rigorous preparatory programs and leveraged case management support will be provided for the more barriered customers.

The WorkSource population is characterized by high basic skills needs—more than 60 percent have low reading and/or math skills. About half of WorkSource customers have educational attainment levels (High School only or below) that are inadequate for advancement in career pathways. The most barriered individuals within WorkSource, including public housing residents and other recipients of public assistance, typically lack the skills, education, credentials and/or opportunities to successfully compete for living wage jobs in the current economy. 27 percent are food stamp recipients and 57 percent receive unemployment benefits. A robust menu of programs and services are available at WSPM Centers to assist job seekers with acquiring the skills they need to be successful.

Although WorkSource serves a high volume of job seekers with some degree of skill deficiency, customers also include those who have some post-secondary training. These higher skill job seekers will also be able to take advantage of training opportunities as appropriate.

[One of the expected outcomes of implementing our new sector strategies will be increased access to employment opportunities across the skills spectrum for Worksource Portland Metro customers. Whether the employment opportunity begins as a work experience, an internship, an OJT, or is a direct hire that requires entry, middle, or advanced skills, our employer and industry engagement efforts will lead to more opportunities being listed, available, and matched by our employment team partners through WorkSource Portland Metro. Fed directly by industry intelligence, real time hiring trends, and information about reoccurring skill shortages, our industry engagement efforts will also result in clearer and more direct employment and training pathways into our regions targeted sectors for jobseekers. By working with our employer, economic development, community and training partners both through industry skill panels, Sector Workforce Plan teams and industry and grant initiatives, we will develop “just in time”, “short term”, and “long term” recruitment and training models. This approach will support the hiring needs of our targeted sector employers and provide the employer validated skill development and targeted training job seekers need to obtain employment within the sectors.](#)

**6. Potential for impact of working with these sectors: Commitment level of employers and labor (where applicable) to address workforce issues and contribute resources; the WIB's and WIB's partners' connections and leverage points within the sector; presence of an active industry intermediary (the WIB, industry association, or other); related workforce development efforts underway; list of career pathways available and availability of (or plans for) sector-based curriculum through local training providers.**

Worksystems and its partners have developed strong relationships with regional Health Care, Advanced Manufacturing and IT/Software companies and industry stakeholders. We believe that through targeted efforts led by regional employers we can identify and address many of the barriers companies face when recruiting from the local talent pool. By working with industry employer partners, area education and training providers, economic development agencies, industry associations and labor organizations, the Collaborative will work to align resources and make data driven decisions in order to address training and recruitment gaps and more readily connect the region's WorkSource customer base to existing employment and training opportunities that are right for them.

Below are current industry stakeholders that Worksystems and its Collaborative partners will work with to grow the talent pipeline, align curriculum, and increase training opportunities.

Health Care	Organization
Employers	Cascadia Behavioral Healthcare, Inc., Cherry Blossom Cottage, Clackamas County Health Dept., Forest Grove Rehabilitation & Care Center, Health Share of Oregon (CCO), Kaiser Permanente, Marquis Care, Mary's Woods at Marylhurst, Multnomah County Health Department, OHSU, PeaceHealth Southwest Medical Center, Prestige Care, Inc., Providence ElderPlace, Sinai Family Home Services, Terwilliger Plaza, The Portland Clinic, Tuality Healthcare, Washington County, Women's Healthcare Associates
Industry Associations	Leading Age Oregon (formerly OASHS), Oregon Association of Hospitals and Health Systems, Oregon Health Care Association, Oregon Healthcare Workforce Institute, Oregon Primary Care Association
Training Partners	PCC, MHCC, Clark CC, Clackamas CC, Lower Columbia CC, OIT, PSU, OSU, UO, WSU Vancouver, other four year institutions, OMEP
Economic Development	Business Oregon, Greater Portland, Portland Development Commission, Gresham, Hillsboro, Beaverton, Tualatin, CREDC, Westside Economic Alliance
Advanced Manufacturing	Organization
Employers	Marks Metal, Karcher North America, Thompson Metal Fab, Kinetic Climax, Inc., Lineas Technology, Vigor Industrial, PCC Structural, Leupold & Stevens, Integrated Metal Components, HW Metals Inc., Transco Ind, Toyo Tanso, Boeing, Sam Medical Products, Imperial Mfg, RapidMade, American Precision Ind, Madden Industrial Craftsmen, Impact NW, Blount, Inc., Benchmade, Daimler Trucks NA
Industry Associations	Manufacturing 21, PNDC, NWHPEC
Training Partners	PCC, MHCC, Clark CC, Clackamas CC, Lower Columbia CC, OIT, PSU, OSU, UO, WSU Vancouver, other four year institutions, OMEP
Economic Development	Business Oregon, Greater Portland, Portland Development Commission, Gresham, Hillsboro, Beaverton, Tualatin, CREDC, Westside Economic Alliance
IT/Software	Organization
Employers	Viasystems, IBM, Vanguard EMS, Oracle, Intel, AIS, Catalyst
Industry Associations	TAO
Training Partners	Learning for Leverage, PCC, MHCC, Clark CC, Clackamas CC, Lower Columbia CC, OIT, PSU, OSU, UO, WSU Vancouver, other four year institutions, OMEP
Economic Development	Business Oregon, Greater Portland, Portland Development Commission,

	Gresham, Hillsboro, Beaverton, Tualatin, CREDC, Westside Economic Alliance
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**7. Implementation Plan: Describe what you will do to support this sector and assure it has the skilled workforce in needs. Please include the partners who will be participating in the strategy and their roles and commitments. Please describe how you will work with education and economic development partners in your strategy as well as the required workforce system partners described in the strategic plan. Describe how your strategy will align with/inform/leverage WorkSource Oregon.**

Worksystems, through the Collaborative, will use a five-phase approach to industry engagement for each targeted sector. In this approach, LWIB staff gathers local industry intelligence and key data, convene business partners to analyze industry-identified workforce needs and opportunities, engage industry representatives, and convene other partners to develop comprehensive strategies to address those needs. After strategies have been developed, industry panels continue in an advisory role as plans are enacted. Outcomes are monitored and evaluated throughout the process. The following details highlight each phase of the approach.

**PHASE I: INVESTIGATE**

During Phase I, the Collaborative investigates potential target industries. A Phase I investigation may be prompted by a variety of factors, including industry/employer encouragement, routine workforce data analysis that identifies promising trends, or support of economic development efforts to grow a particular industry. Based on the answers to key criteria and considerations (below), WIB staff may recommend to the Collaborative that an industry be pursued using the five-phase framework. Approval by the Collaborative will set Phase II in motion.

**Required Criteria:**

- The industry is located in and/or has significant economic relevance to two or more WIB regions within the geographic boundary of the Collaborative.

**Considerations:**

1. Is the industry projected to grow or decline over the next decade? What is the total regional employment?
2. What is the local average wage, and are there positions in the industry all along the skill continuum?
3. Are there local training programs that train new or advancing workers for occupations in this industry?
4. Does the industry align with current and/or future funding priorities & grants?
5. What is the industry’s economic and labor multiplier?
6. Are there initial relationships with industry to build off of?
7. Do key local economic development agencies work with the industry?
8. Does the industry have an active local association or consortium?
9. Do some of the major employers in the industry have headquarters in the Metro Area?
10. Are there political considerations that should be taken into account?

## **PHASE II: INVENTORY & ANALYZE**

During Phase II, WIB staff conduct a comprehensive three-step review of workforce data, trends, and industry needs to pinpoint potential high-impact opportunities for WIB engagement in the target industry and to prioritize training resources. Data and intelligence are analyzed in consultation with industry to identify priority areas for action.

### **Step One: Baseline Review**

- Demand-Side Data Review: Collect data on growth trends, UI claimants, and vacancies by occupation.
- Supply-Side Data Review: Inventory WorkSource customers with industry-related skills, and conduct a regional training program review, including the number of credential completions at each training institution.
- WIB Industry Investment Review: Inventory WIB investments in the industry, including the number of WorkSource-funded credential completions and on-the-job trainings.

### **Step Two: Trend Analysis and Employer Survey**

- Initial Trend Analysis: Conduct a review of existing industry workforce reports and literature; interview associations and industry groups.
- Employer Survey: Obtain primary data about local employers' workforce issues.

### **Step Three: Analysis**

- Report: Develop a regional workforce report highlighting trends and key issues for the metro area.

## **PHASE III: CONVENE**

### **Step One: Industry Workforce Forum**

Armed with updated workforce intelligence products, the Collaborative holds regional targeted industry forums to kick off the formal employer engagement process. These meetings take a variety of forms – from webinars to large in-person gatherings. All forums must be relevant, with a clear agenda and tangible solutions offered for the business representatives in attendance. Forum outcomes include verification of key workforce issues and identification of industry champions for strategy development.

### **Step Two: Industry Panel Convening and Plan Build-Out**

Industry-driven and chaired by employers, an industry panel brings together local leaders in business, labor, education, workforce development, and economic development. Initially, industry panels are tasked with informing the build-out of the initiative action plan. Panel members will advise and approve strategies, outcome goals, and time horizons for all considered initiatives.

## **PHASE IV: ACT**

In Phase IV, plans developed by employer-led panels in Phase III are put into effect. WIB staff provides Collaborative leadership and industry panel members with project updates on a regular basis during implementation, while continuing to work with industry to follow trends.



## **PHASE V: EVALUATE**

### **Step One: Evaluate**

Prior to beginning a summative evaluation, the initiatives generated by the industry panels should be complete and relevant quantitative and qualitative data must be available. Included in the evaluation:

- Success of industry-defined initiatives, based on defined goals
- Effectiveness of WIB project management process and staff
- Depth/impact of involvement by industry panel members
- Placement/advancement of workers in the industry

Potential methodologies:

- Convening industry panel, WIB staff and initiative stakeholders
- Quantitative data gathering
- Media coverage/testimonial analysis
- Third-party evaluation

### **Step Two: Report Out**

After data has been analyzed, internal and external reports are generated. These reports include key findings, recommendations, and next steps. Reports are released to industry, media, policymakers/delegation, and other stakeholders.

[Health Care has completed Phase 1 and 2:](#)

- [A web-based \*\*Health Care Workforce Survey\*\* was completed in 2011. More than 250 responses from local employers and industry associations were received providing clear intelligence about the industry's workforce training needs.](#)
- [In September 2012, the Collaborative published a \*\*Regional Health Care Workforce Report\*\* based on the survey results, labor market data, and information from local training providers. The report highlights workforce trends and identifies key skill gaps.](#)
- [In October 2012, the Collaborative developed a \*\*Report of Local Health Care Training Graduates\*\* by institution \(public and private\) and occupation of focus. This information will inform future conversations about supply and demand.](#)
- [Collaborative staff are working closely with \*\*Coordinated Care Organizations\*\* to understand the workforce implications of 2012 state legislation to overhaul the delivery of Medicaid services for residents on the Oregon Health Plan.](#)

[Health Care Next Steps:](#)

- [Convene health care employers and identify industry champions \(Phase III\) \(November 2012 through January 2013\)](#)
- [Develop a Regional Health Care Workforce Plan \(Phase III\) \(January/February 2013\)](#)
- [Implement the Plan \(Phase IV\) \(March 2013\)](#)

[Advanced Manufacturing has completed Phase 1 and partially completed Phase 2:](#)

- [A regional \*\*Industrial/Metals Manufacturing Report\*\* was produced to help better understand the \(mis\)match between regional workforce supply and industry demand. This data is essential to identifying opportunities to help focus and strengthen regional workforce efforts.](#)
- [A \*\*Manufacturing Workforce Forum\*\* was held on June 22, 2012. The \*Forum\* was delivered in partnership with Manufacturing 21 and Senator Merkley's Office, to get industry feedback on the goals of the Collaborative and identify industry partners to lead the implementation of the Collaborative's new business model.](#)
- [A web based \*\*Manufacturing Workforce Survey\*\* was launched on October 15, 2012, to provide a comprehensive and closer examination of the workforce challenges facing regional manufacturers. The Survey complements the \*Industrial/Metals Report\* and will provide the direct industry insight we need to focus our efforts, adopt strategies, implement solutions and measure results.](#)

#### Advanced Manufacturing Next Steps:

- [Survey data and analysis \(completes Phase II\)  
\(late November\)](#)
- [Convene the Manufacturing Industry Panel \(Phase III\)  
\(early December\)](#)
- [Develop a Regional Manufacturing Workforce Plan \(Phase III\)  
\(January 2013\)](#)
- [Implement the Plan \(Phase IV\)  
\(March 2013\)](#)

[IT/Software is beginning Phase 1](#)

### **CERTIFIED WORK READY COMMUNITY (CWRC) STRATEGIES**

A Certified Work Ready Community (CWRC) is a county or 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. CWRC are 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.

#### **1. Counties to become CWRC: Multnomah and Washington Counties**

#### **2. Work Ready Community Lead**

- a. Name: Patrick Gihring
- b. Organization: Worksystems, Inc.
- c. Title: Director of Adult Workforce Services
- d. Address: 1618 SW First Avenue, Suite 450, Portland, OR 97201
- e. Office Phone: (503) 478-7320
- f. Email: [pgihring@worksystems.org](mailto:pgihring@worksystems.org)

**3. If you began planning/working on implementing work ready community(ies) prior to July 1, 2012, please describe your activities**

During Program Year 2011, Region 2 incorporated the National Career Readiness Certificate (NCRC) into an integrated process for developing and certifying a “Job Ready” pool of WorkSource customers. The NCRC is one in a set of criteria used to identify job ready customers. This pool received priority for on-the-job training and other placement opportunities through WorkSource. Employers benefit from the identification of candidates vetted by WorkSource against established job readiness criteria and verification of their basic skills.

[This effort is currently being expanded to incorporate an array of partners collaborating around Work Ready Communities, including local school districts’ career counseling programs \(including 8 school districts and 12 alternative schools\) to create on-ramps to NCRC, linkages to skill development, employment pathways and NCRC preference in hiring through sector initiatives coordinated through the Columbia-Willamette Workforce Collaborative \(see above\), collaboration around basic skills remediation with Adult Basic Education providers of Oregon Pathways to Adult Basic Skills \(OPABS\), and alignment with TANF JOBS program and other local human service agencies.](#)

**4. Please use the table below to describe the team that will work together to implement the strategy to become a work ready community and the roles and responsibilities of each team member: see below**

**5. (This is a duplicate of Question #4)**

<a href="#">Team Member</a>	<a href="#">Organization</a>	<a href="#">Role</a>
<a href="#">Patrick Gihring</a>	<a href="#">WSI</a>	<a href="#">CWRC Lead</a>
<a href="#">Kurt Shovlin</a>	<a href="#">WSI</a>	<a href="#">NCRC lead</a>
<a href="#">John Gardner</a>	<a href="#">WSI</a>	<a href="#">Targeted Industry Sector Engagement Lead</a>
<a href="#">Amy Youngflesh</a>	<a href="#">Portland Community College (Multnomah County)</a>	<a href="#">WorkSource Portland Metro Implementation</a>
<a href="#">Ken Dodge</a>	<a href="#">Portland Community College (Washington County)</a>	<a href="#">WorkSource Portland Metro Implementation</a>
<a href="#">Kay Lopez</a>	<a href="#">Mount Hood Community College</a>	<a href="#">WorkSource Portland Metro Implementation</a>
<a href="#">Holly Whittleton</a>	<a href="#">SE Works</a>	<a href="#">WorkSource Portland Metro Implementation</a>
<a href="#">Marc Goldberg</a>	<a href="#">Mount Hood Community College</a>	<a href="#">Adult Basic Education/OPABS</a>

<a href="#">Rachel Devlin</a>	<a href="#">Home Forward</a>	<a href="#">Workforce-Housing Alignment</a>
<a href="#">Robert Brown</a>	<a href="#">Oregon Employment Department</a>	<a href="#">Employer Engagement</a>
<a href="#">Heather Ficht</a>	<a href="#">WSI</a>	<a href="#">Youth Engagement Lead/Cradle to Career Steering Committee</a>
<a href="#">Jeanne Yerkovich</a>	<a href="#">Portland Public Schools</a>	<a href="#">School-to-Work</a>
<a href="#">Andrew McGough</a>	<a href="#">WSI</a>	<a href="#">Cradle to Career Council</a>
<a href="#">Sean Robbins</a>	<a href="#">Greater Portland Inc.</a>	<a href="#">Columbia Willamette Regional Workforce Collaborative Economic Development Lead</a>
<a href="#">Sharon Birge</a>	<a href="#">Boeing</a>	<a href="#">Columbia Willamette Regional Workforce Collaborative Manufacturing Sector Lead</a>
<a href="#">Kevin Dull</a>	<a href="#">Kaiser Permanente</a>	<a href="#">Columbia Willamette Regional Workforce Collaborative Healthcare Sector Lead</a>
<a href="#">Skip Newberry</a>	<a href="#">Technology Association of America</a>	<a href="#">Columbia Willamette Regional Workforce Collaborative IT/Software Sector Lead</a>

[The CWRC team includes individuals from economic development, industry associations, community colleges, schools, community based organizations, housing, workforce development \(including adult, youth and business services\), state agencies, and private business. In addition, these individuals also represent several community initiatives, boards, and committees such as the Workforce Investment Board, Columbia-Willamette Regional Workforce Collaborative, Target Industry Skill Panels, and Cradle to Career.](#) This team will guide and coordinate the delivery of services through a network of partners including WSPM, [our youth provider network](#), training providers, labor, community based organizations, employer associations, and others to achieve work ready community status.

**6. How will you achieve the criteria for NCRC attainment by category as indicated in the table below. Describe the delivery system for NCRC attainment in the county(ies) that will become certified, how far you are from your goal, and your plan to ramp up to meet the criteria. Please describe how you will leverage the foundation of WorkSource Oregon to implement your CWRC.**

CWRC Table

Oregon Certified Work Ready Communities										
County	County Size	CWRC Certification Targets								(Subset-25% of LOC that "prefer") Soft Skills
		Current	Transitioning	(25% of Transitioning) Soft Skills	Emerging	(25% of Emerging) Soft Skills	Total NCRC Goal	(Subset of NCRC Total) Soft Skill Goal	Total LOC Goal	
Baker	S	13	134	33	47	12	227	45	32	8
Benton	M	56	403	101	200	50	760	151	116	29
Clackamas	L	67	2,155	539	708	177	3,470	716	302	76
Clatsop	M	25	265	66	106	26	462	93	80	20
Columbia	M	14	370	92	152	38	629	130	58	14
Coos	M	32	459	115	173	43	779	158	95	24
Crook	S	13	248	62	59	15	382	77	28	7
Curry	S	16	275	69	49	12	409	81	41	10
Deschutes	L	30	1,199	300	312	78	1,840	378	155	39
Douglas	L	17	728	182	200	50	1,127	232	73	18
Gilliam	S	2	13	3	4	1	23	4	5	1
Grant	S	6	71	18	25	6	119	24	17	4
Harney	S	6	85	21	31	8	142	29	13	3
Hood River	S	26	186	47	87	22	345	68	58	14
Jackson	L	37	1,304	326	295	74	1,962	400	158	40
Jefferson	S	14	210	53	59	15	336	67	23	6
Josephine	M	34	633	158	222	55	1,046	214	112	28
Klamath	M	33	520	130	168	42	851	172	95	24
Lake	S	5	80	20	20	5	125	25	16	4
Lane	L	70	2,111	528	611	153	3,320	681	264	66
Lincoln	M	26	332	83	112	28	553	111	91	23
Linn	L	19	804	201	223	56	1,248	257	74	19
Malheur	M	17	215	54	106	26	392	80	48	12
Marion	L	66	1,916	479	678	170	3,140	649	228	57
Morrow	S	8	82	20	47	12	157	32	15	4
Multnomah	VL	107	2,082	520	334	84	3,043	604	279	70
Polk	L	25	480	120	141	35	766	155	80	20
Sherman	M	2	17	4	8	2	30	6	5	1
Tillamook	S	21	197	49	76	19	343	68	46	11
Umatilla	M	41	548	137	254	64	980	200	98	24
Union	S	25	206	52	67	17	349	68	44	11
Wallowa	S	6	71	18	17	4	111	22	20	5
Wasco	S	23	207	52	90	22	371	74	46	11
Washington	VL	59	1,366	342	322	81	2,088	422	156	39
Wheeler	S	1	12	3	4	1	19	4	3	1
Yamhill	M	44	677	169	294	73	1,184	243	135	34
<b>State Totals</b>		<b>1,008</b>	<b>20,661</b>	<b>5,165</b>	<b>6,296</b>	<b>1,574</b>	<b>33,130</b>	<b>6,739</b>	<b>3,107</b>	<b>777</b>

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

The NCRC and soft skills assessment (NCRC Plus) will be made available to individuals in all three of the targeted workforce segments (current, transitional and emerging) through the five (5) WorkSource Portland Metro (WSPM) Centers in Multnomah and Washington Counties. [Youth will also have access through community based organizations and alternative schools in our provider network and we are exploring the possibility of offering it at some area high schools.](#) Region 2 will also explore creating an alternative testing site to ensure convenient access for current workers and the emerging workforce. The staff and infrastructure to implement the NCRC portion of the CWRC are in place—a team of 10 trained proctors has been administering assessments to WorkSource customers for over a year. We currently offer NCRC orientation and proctored assessments once a week at each Center. We envision integrating the soft skills assessment into our current NCRC delivery process.

The NCRC is promoted to WorkSource customers during the Welcome process. WorkSource staff use the results of the WIN assessment completed during Welcome as a tool for guiding customers directly to the NCRC or to skill remediation opportunities at WorkSource. Customers interested in preparing for the NCRC can access computer-based learning resources, tutorials and staff assistance in Open Skills

Labs at all WSPM Centers. WorkSource Portland Metro also offers a weekly workshop that focuses on preparing for the Locating Information portion of the NCRC.

[The NCRC will be offered to all youth enrolled in our system who are nearing completion of program services. For mainstream high school youth, we are exploring offering the NCRC for all schools participating in the BizConnect program.](#)

We leverage WorkSource Oregon as a foundation for implementing the CWRC through integrated business service processes and skill development opportunities for jobseekers. The NCRC is an anchor element of our process for identifying job ready candidates and connecting them to employers. Jobseekers who achieve “Job Ready” designation through WorkSource receive priority for on-the-job training and other placement opportunities. The criteria for job ready designation includes an NCRC, an error-free and targeted resume, interview skills certified by WorkSource staff, and an effective iMatchSkills profile. A Job Readiness Certificate Course targeted to individuals with limited work history is available at every Center. This course combines soft skills instruction and provision of the NCRC. It provides one avenue for implementing the soft skill assessment portion of the CWRC.

Multnomah County’s 2-Year Goal for NCRC is 2,523. As of September 30, 2012, customers in the County had earned 424 certificates—17% of goal. In the same period, Washington County produced 253 of 1,747 certificates—15% of goal. Region 2 customers earned 3,407 NCRC certificates during Program Year 2011, exceeding our yearly goal of 2,500 by 136%.

## **7. How will you leverage assessment and remediation/training opportunities in your community?**

[Staff use information about basic skill level conducted at intake and throughout program services to make referrals to remediation and training opportunities as needed, including the WorkSource Oregon Menu of Resources and Services, Foundation Skills Vocational ESL Instruction, Foundation Skills Math courses, Job Readiness Certificate Course \(which incorporates NCRC preparation and testing\) and individual self-based tutoring in “Open Skills Lab”. Staff make referrals to these services, as well as to community-based and Title II Adult Basic Education services as needed.](#)

[Additionally, Worksystems is pursuing co-investment and stronger connections with publicly-funded One-Stop partners to leverage skills assessment, remediation and training opportunities for WorkSource customers. As part of planning for greater integration of the TANF/JOBS program, Multnomah County is exploring the option of co-investing in WorkSource and providing a NCRC for all TANF/JOBS participants.](#)

[Worksystems is also building stronger connections with Title II-funded ABE and ESL programs and the One-Stop system, including co-investment between Title 1-B and Title II funding around the delivery of Oregon Pathways to Adult Basic Skills \(OPABS\). A pilot is already in place at WorkSource Portland Metro East for customers who are basic skills deficient.](#)

**8. How will you engage businesses to achieve your business engagement goals?**

Worksystems assumes the responsibility for coordinating a wide array of employer engagement activities. The WorkSource Employment Team promotes the NCRC as part of its portfolio of services available to local employers. This integrated team is comprised primarily of Oregon Business Service representatives and also includes the Regional Placement Services staff, funded by Worksystems. Opportunities for promoting NCRC occur during all interactions with employers including business participation on an industry skills panel through the Regional Workforce Collaborative, working with an employer to list a job in iMatchSkills or providing hiring assistance through WorkSource. During Program Year 2011, Region 2 met its goal of 185 Letters of Commitment from employers. One of our Centers has been approached by an employer to proctor NCRC for its incumbent workforce on a fee-for-service basis. Worksystems will explore opportunities for expansion of this relationship.

**9. How will you meet the criteria below for implementing a soft skills assessment? (Note: the state will identify a soft skills assessment and provide training and assessment costs)**

- **25% of the Emerging workforce target number will receive a soft skills assessment**
- **25% of the Transitional workforce target number will receive a soft skills assessment**
- **25% of the Letters of Commitment (LOC) are from businesses who prefer NCRC holders receive a soft skills assessment**

The soft skills assessment will be marketed to employers in Region 2 as part of the WorkSource portfolio of Business and Employer Services. Among the first employers we will approach are the 185 that signed Letters of Commitment during Program Year 2011. We believe that the addition of a soft skills assessment will be perceived by most employers as an enhancement of the current NCRC offering and will be embraced by those employers seeking verification of basic skills levels and/or basic workplace behaviors and attitudes. At the WorkSource level, we will integrate the soft skills assessment into our process for identifying a “Job-Ready” pool of WorkSource customers that we consider for priority access to on-the-job training and other placement opportunities. We are confident that the current WorkSource NCRC implementation structure will allow us to effectively deliver the soft skills assessment to jobseekers in the emerging and transitional workforce segments targeted for the Certified Work Ready Community.

**10. Please identify how the implementation of a CWRC in your local area will support or integrate with the Sector and System Innovation strategies in this plan.**

Region 2’s Certified Work Ready Community will work as the preferred supply and First Source for job seeker referrals made by the Employment Team to the Region’s partnering employers. As WSPM Center customers are identified as Certified Work Ready (CWR) they will be organized by interest and aptitude towards their targeted career and employment goal and be connected as appropriate with employment and training pathways available in Advanced Manufacturing, Health Care, or IT/Software. In addition to its targeted sectors, Region 2 will continue to support occupations in demand and work to steer designated CWR customers towards those opportunities available across the region.

Through Region 2's employer engagement model and in partnership with the Collaborative, Region 2 will investigate, analyze, and convene targeted employers to create and implement sector action plans, and evaluate the effectiveness of sector engagement strategies for connecting Region 2's CWRC to training that leads to employment.

Regions 2 will use the opportunity provided by the CWRC as a way to increase the recruitment support it provides to its sector employer partners by connecting employers with a qualified workforce that can help reduce recruitment times, lower recruitment cost, and lead to increased retention rates across various employment levels. Connecting partnering sector employers with region 2's CWRC will also strengthen local relationships with business and lead to greater communication and partnerships that will better inform Region 2's workforce system as to where training gaps persist, where employment opportunities exist, and which workforce development strategies are working most effectively across the region's targeted sectors.

Under the Innovation portion of this plan, Career/Work Readiness and Preparation is one of the three program areas on the "menu of options" that partners will work on collectively to increase alignment of local workforce services. The implementation of a common work readiness certification can facilitate the connection between common intake, skill development, and placement services across multiple partners. For instance, our TANF/JOBS partner in Multnomah County has expressed interest in using NCRC as a more effective and methodical assessment to designate participants as TANF service levels 1, 2 or 3. Doing so would facilitate the connection of TANF/JOBS participants to the appropriate skill development services provided by the Skills Team, which also uses NCRC to understand the strengths and needs of job seekers. The Employment Team in turn applies a priority for those job seekers who have demonstrated readiness for a given position, referring NCRC certified candidates to employers who have indicated an NCRC preference. In this way, the CWRC will support the Innovation and Sector portions of this plan.

## **SYSTEM INNOVATION STRATEGIES**

While each of the strategies above requires system innovation, this strategy focuses on specific processes and services that Local Areas can identify to increase coordination and alignment. System innovation is defined as continuous improvement to increase alignment, integration, and effectiveness without significant additional resources.

### **1. Greater Program Alignment and Integration**

- a. Please select one to three system elements from the "menu of options" below that the partners in your region will work on collectively to increase alignment and integration in order to meet your outcome targets and support your targeted sectors and work ready community strategies.



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.

Worksystems will work collectively with partners on the following three local options:

1. Career/Work Readiness and Preparation
2. Skill Development
3. Job Placement

Partners and resources will be determined after our 2013 procurement.

b. System Inventory and Opportunities for Increased Co-location

Please review and confirm the list of WorkSource Centers and program delivery sites.

Centers	Title 1-B Provider/Contractor
WSPM East	Mt. Hood Community College
WSPM Southeast	SE Works
WSPM Central	Portland Community College
WSPM Beaverton-Hillsboro	Portland Community College
WSPM Tualatin	Portland Community College
Auxiliary Site	
WorkSource Express	Portland Community College

All WSPM Centers are integrated. The Oregon Employment Department (OED) and Title 1B-funded staffs are co-located at the Centers and provide all components of the fully integrated WorkSource flow including Welcome, Skills and Employment Services, and Business and Employer Services. Staffs from both partners are managed at the Center level by a joint management team and deliver services through

cross-staffed functional teams. At the Regional level, a joint Regional Leadership Team provides oversight of the WorkSource system.

Please identify your criteria for approving auxiliary sites.

Worksystems approves one auxiliary site, WorkSource Express, which is managed out of the WorkSource Central office. This site is supported with co-investment from Home Forward, Multnomah County's housing authority, and allows WorkSource to reach a high-need community that is geographically isolated from the workforce delivery system. This site is staffed by Title 1-B and OED staff according to the integrated model and provides Welcome, 1:1 services, and a limited number of workshops. Criteria used in pursuing opportunities for auxiliary sites are co-investment from a partner agency, geographic reach, and increased access for targeted populations.

Please identify any opportunities in your community for potentially increasing co-location.

Worksystems is pursuing opportunities for increased co-location, integration, and alignment with key partners including Department of Human Services and CCWD's WIA Title II programs. As we develop compacts and implement the plan, we will give priority consideration for co-location opportunities to those partners who adopt alignment strategies that provide staff co-location to maximize service delivery. Three of five WSPM Centers are located in OED-leased facilities and any co-location of new partners at those sites would likely require the relocation of other non-workforce related State agency staffs currently housed there.

Please identify your region's recommendations for integrating additional partners into the WorkSource customer flow.

During the 2 year plan implementation period, we have identified 2 partner programs to focus on initially.

We believe that systemic engagement of the TANF/JOBS program is a logical next step in Oregon's effort to align workforce partners and programs.

Worksystems is also interested in pursuing the provision of a "GED Plus" offering through WorkSource in partnership with the Title II funded programs. GED Plus would allow adult WorkSource customers who need a secondary credential to earn their GED – widely regarded as insufficient evidence of basic skills sufficiency – and enhance their marketability to employers by earning an NCRC certificate at the same time.

Preliminary conversations to discuss both of these opportunities have taken place and we are committed to continuing the discussions and exploring options together.

Other partner programs may be identified at a later date and we will also continue to look for ways to improve the programs and services delivered through WSPM to improve outcomes for all job seekers needing assistance including those with multiple barriers to employment.

Please identify your timeline for center certification based on the OWIB policy during the lifetime of this plan.

Worksystems uses its Center Review and Certification process to assure quality, standardized service delivery and continuous improvement of the local integrated system that includes Wagner-Peyser, WIA Title I-B Adult and Dislocated Workers, and State SEDAF. The certification process is guided by the Regional One-Stop Committee of the Local Workforce Investment Board. Worksystems conducts a process for certifying WorkSource Oregon Centers on an annual basis. We undertake a multi-pronged review that incorporates the following approaches identified in the OWIB WorkSource Oregon Definitions and Center Certification Policy No. 11-01:

- Review tool checklists based on federal requirements, customer flows, product minimums, and integrated service design
- Customer satisfaction surveys of WSO Center customers
- On-site certification visits
- Center performance data
- Secret shopper (a new element to be implemented as part of the PY12 Center Review process)

Worksystems conducts its annual Center Review over a one-month period and presents the findings and recommendations to the Local Workforce Investment Board. Certification is established through Board approval. All five Centers were last certified by the Local Board on April 13, 2012.

Please describe how WorkSource centers and other program sites will support sector strategies and work ready communities.

See answer to Question #10 under CWRC.

**2. Governance: Compacts. Once your local plan is approved, a compact will be formed that will identify all of the parties engaged in the delivery of your plan, their roles, responsibilities and outcome targets. The purpose of the compact is to achieve greater alignment of resources and activities within the service delivery system toward the Governor's vision. Your approved implementation plan will be the work plan for the delivery of the compact. All compact partners will be asked to sign the agreement.**

Please describe how partners were engaged in the development of this plan. How you will monitor the implementation of your plan? Who will participate and how?

Worksystems has adopted and will pursue the Governor's plan for alignment. Partner engagement in the development of this plan was solicited and incorporated as follows:

- The State framework was presented to the Region 2 Workforce Investment Board on 4/13/12.
- On 4/13/12 – 4/20/12 a Board Planning Committee was formed and our web site updated to include a dedicated planning section which provides access and information to all available

documents, correspondence and associated materials  
(<http://www.worksystems.org/SystemBuilding/STATEPLAN/tabid/318/Default.aspx>).

- On 4/24/12, a survey was sent to 180 organizations representing a broad cross section of community-based, education, private sector, labor, and government stakeholders. The purpose of the survey was to solicit regional feedback on the State Vision, Strategic Framework and regional process.
- Survey responses and comments were received from 51 organizations and incorporated into our formal feedback to the State.
- An initial draft plan was developed and approved by the Board Planning Committee at meetings on 8/20/12 and 9/17/12 and it was emailed to committee members on 9/18/12.
- The final draft plan was posted on the Worksystems website and shared with community stakeholders for public comment on 9/28/12.
- Comments were received by 2 organizations. All comments were reviewed and, as appropriate, incorporated into the final Plan document.

Once the plan is approved, we will engage CCWD (WIA Title IB, WIA Title II, Youth Conservation Corps, and Post-Secondary Career Technical Education), Oregon Employment Department (Wagner-Peyser, National Programs, TAA, TRA and SEDAF), Department of Human Services (WIA Title IV, WIA Title V, TANF JOBS, Food Stamp Employment Program), Department of Education (Secondary Career Technical Education) and other partners in the implementation of this plan.

The Local Workforce Investment Board will oversee the [implementation of the plan and monitor progress. Specifically, the WIB has adopted the State goals as its own and organized our 3 WIB committees around them. The committees have further identified strategies and areas of focus that will drive their work and regular progress reports will be given to the full WIB. Membership on the Workforce Investment Board and committees is comprised of a broad and diverse group of stakeholders who will be actively engaged in ongoing discussions regarding this plan.](#)

## **Region 2 Workforce Investment Board (WIB)**

### **Local Elected Officials**

[Sam Adams – Portland City Mayor\\*](#)

[Jeff Cogen – Multnomah County Chair\\*](#)

[Roy Rogers - Washington County Commissioner\\*](#)

### **City of Portland: Local Business Representatives**

[James Paulson – JMPDX LLC - Chair\\*](#)

[Sheila Holden - Pacificorp](#)

[Elizabeth King - ESCO\\*](#)

[Kevin Dull - Kaiser Permanente, NW\\*](#)

[Skip Newberry - Software Association of Oregon](#)

### **Multnomah County: Local Business Representatives**

[Sharon Birge – The Boeing Company](#)

[Lila Leathers – Leathers Fuel](#)

[Travis Stovall – The Stovall Group\\* - Vice Chair](#)  
[Hayden Thomas – LSI Logic Corp](#)

#### **Washington County: Local Business Representatives**

[Steven Morris – Oregon’s Technology Business Incubator \(OTBC\)](#)  
[Carl Moyer – Yahoo!](#)  
[Deanna Palm – Hillsboro Chamber of Commerce](#)  
[Caryn Lilley - KGW Media Group\\*](#)

#### **Education Representatives**

[Dr. Preston Pulliams/Dr. Jessica Howard – Portland Community College](#)  
[Marc Goldberg - Mt. Hood Community College](#)

#### **Economic Development Representatives**

[Kimberly Branam – Portland Development Commission](#)

#### **Labor Representatives**

[Bob Tackett – Northwest Oregon Labor Council\\*](#)  
[Vickie Burns- Labor's Community Services](#)  
[Jodi Guetzloe Parker - Columbia Pacific Building Trades Council](#)

#### **Partner Representatives**

[Jerry Burns - Department of Human Services](#)  
[Robert Brown - Oregon Employment Department](#)  
[Jerry Burns - Interim Rep – Department of Human Services](#)  
[Ronald Hauge - Oregon Human Development Corp.](#)  
[Steve Rudman - Home Forward](#)  
[Val Valfre, Jr. - Housing Authority of Washington County](#)  
[Naomi Ulsted - Springdale Job Corps](#)  
[Bobby Lee \(Ex Officio\) - Office of the Governor - Regional Coordinator](#)  
[\\*Also on WSI Executive Board](#)

#### **Regional One-Stop Committee**

[Sheila Holden – PacifiCorp – Committee Chair](#)  
[Val Valfre Jr. – Washington County](#)  
[Robert Brown – Oregon Employment Department](#)  
[Jerry Burns – Dept of Human Services](#)  
[Kimberly Branam – Portland Development Commission](#)  
[Pamela Murray – Portland Community College](#)  
[Steve Rudman – HomeForward](#)  
[Vickie Burns – Labor’s Community Service](#)  
[Patrick Gihring – Worksystems, Inc.](#)

#### **Youth Committee**

[Carl Moyer – Yahoo, Inc. – Committee Chair](#)

[Sue Ann Higgins – Portland Public Schools](#)  
[Asha Aiello – IRCO](#)  
[Vicki Burns – Labor’s Community Service](#)  
[Kali Ladd – City of Portland](#)  
[Betty Merritt – WaCo Com. On Children and Families](#)  
[Nate Waas Shull – All Hands Raised](#)  
[Kate Dean – Portland Development Commission](#)  
[Marc Goldberg – Mt Hood Community College](#)  
[Pam Blumenthal – Portland Community College](#)  
[Roberta Phillip – Multnomah County](#)  
[Caryn Lilley – KGW](#)  
[Lisa Pellegrino – Children’s Levy](#)  
[Michael Bounocore – HomeForward](#)  
[Heather Ficht – Worksystems, Inc.](#)

**Regional Workforce Collaborative (Joint Board committee with the Workforce Investment Council of Clackamas County and the Southwest Washington Workforce Development Council)**

[Kevin Dull – Kaiser Permanente NW – Committee Chair](#)  
[Sharon Birge – Boeing Inc.](#)  
[Dale Lemmons – Interstate Wood](#)  
[John Saito – Portland Community College](#)  
[Lisa Nisenfeld – Columbia River Economic Development Council](#)  
[Sean Robbins – Greater Portland Inc.](#)  
[Theresa Haskins – Portland General Electric](#)  
[Vickie Burns – Labor’s Community Service](#)  
[Andrew McGough – Worksystems, Inc.](#)  
[Jeanne Bennett – SW Washington Development Council](#)  
[Kim Parker – Clackamas County Workforce Council](#)  
[Bridget Dazey – Clackamas County Workforce Council](#)  
[Jennie Portis – SW Washington Development Council](#)  
[John Gardner – Worksystems, Inc.](#)

Please describe the specific barriers and challenges that get in the way of implementation of your plan.

One of the primary challenges to the alignment of additional partners identified in the State Plan is that changes cannot be developed and implemented at the local level without agreement between State agencies with direction provided to local programs. Different performance measures, program eligibility requirements and information management systems that do not talk to each other complicate integration efforts. For example, the WIA 1-B legal to work requirement poses a challenge to greater integration with Title II funded programs where this requirement is not imposed. Budget shortfalls and changes in federal policy around TANF, for example, can also present barriers.

Please provide a logic model for your plan that shows all of the inputs and outcomes that will lead to your outcomes and goals.

<b><u>SECTOR STRATEGIES</u></b>				
<b><u>STRATEGY</u></b>	<b><u>AGENCY / PROGRAM</u></b>	<b><u>RESOURCES</u></b>	<b><u>ACTIVITIES</u></b>	<b><u>OUTCOMES</u></b>
<a href="#"><u>PHASE I: Investigate Regional Sectors</u></a>	<a href="#"><u>Columbia-Willamette Workforce Collaborative, OED, GPI, RCC</u></a>	<a href="#"><u>WIA, OED, EMSI, IPEDS, Federal Competitive Grants, SEDAF, Wagner-Peyser</u></a>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Sectors are investigated and evaluated against established metrics</u></a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Targeted Industries are identified</u></a></li> </ul>
<a href="#"><u>PHASE II: Inventory &amp; Analyze the Targeted Sectors</u></a>	<a href="#"><u>Columbia-Willamette Workforce Collaborative, Industry Partners, PDC, GPI,OED, ECO NW, WorkSource Washington</u></a>	<a href="#"><u>WIA Title 1B, Wagner-Peyser, SEDAF, H1B Grant Funds -CTA Job Accelerator, MISTI, METRO STEP</u></a>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Industry Intelligence, and trends are researched and analyzed</u></a></li> <li>• <a href="#"><u>Conduct a baseline review of demand-side (employer) and supply-side (labor pool) data</u></a></li> <li>• <a href="#"><u>Industry workforce Surveys are conducted</u></a></li> <li>• <a href="#"><u>Industry reports and snapshots are developed and vetted with employer champions and presented to the Regional Workforce Collaborative</u></a></li> <li>• <a href="#"><u>Regional Collaborative Website is developed to map sector strategies and targeted industry information and resources</u></a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Regional ETPL is updated to reflect Targeted sectors and in demand occupational training</u></a></li> <li>• <a href="#"><u>Target Industry events and Convening's are organized</u></a></li> <li>• <a href="#"><u>Targeted Industry reports are developed</u></a></li> </ul>
<a href="#"><u>PHASE III: CONVENE</u></a> <a href="#"><u>Convene Healthcare Industry Panel</u></a> <a href="#"><u>Convene IT/ Software Industry Panel</u></a> <a href="#"><u>Convene Advanced Manufacturing</u></a>	<a href="#"><u>Columbia-Willamette Workforce Collaborative,</u></a>	<a href="#"><u>WIA Title 1B, Wagner-Peyser, SEDAF, H1B Grant</u></a>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Healthcare Industry Panel convened</u></a></li> <li>• <a href="#"><u>IT/ Software Industry Panel convened</u></a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Regional Manufacturing Workforce Plan is developed</u></a></li> <li>• <a href="#"><u>Regional IT/software Workforce Plan is developed</u></a></li> </ul>

<p><a href="#">Industry Panel</a></p>	<p><a href="#">Industry Employer Partners, PDC, GPI,OED, WorkSource SW Washington, Clackamas, and WSPM, PCC, MHCC, Clark CC, Lower Columbia CC, Clackamas CC, PSU, OIT, WSU Vancouver, Staffing Agency Partners, identified CBO Partners</a></p>	<p><a href="#">Funds -CTA Job Accelerator, MISTI, METRO STEP</a></p>	<ul style="list-style-type: none"> <li>• <a href="#">Advanced Manufacturing Industry Panel convened</a></li> <li>• <a href="#">Form Targeted Sector teams including Training and Economic Development Partners</a></li> <li>• <a href="#">Preliminary Industry Sector strategies are developed</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Regional Healthcare Workforce Plan is developed</a></li> </ul>
<p><a href="#">PHASE IV: ACT Work with Targeted Sector Employer-Led Industry Teams to implement Strategies</a></p>	<p><a href="#">Columbia-Willamette Workforce Collaborative, Industry Employer Partners, PDC, GPI,OED, WorkSource SW Washington, Clackamas, and WSPM, PCC, MHCC, Clark CC, Lower Columbia CC, Clackamas CC, PSU, OIT,</a></p>	<p><a href="#">WIA Title 1B, Wagner-Peyser, SEDAF, H1B Grant Funds -CTA Job Accelerator, MISTI, METRO STEP, EZONE Funds, Employer Partner contributions</a></p>	<ul style="list-style-type: none"> <li>• <a href="#">Sector specific operational staff work plans are developed</a></li> <li>• <a href="#">Targeted Industry Investments and activities are executed according to sector workforce plans and monitored for progress</a></li> <li>• <a href="#">Industry Specific Job Matching, recruitment, and workforce development strategies are executed</a></li> <li>• <a href="#">Industry specific OJT, ITA's, Internships, Work Experiences are developed</a></li> <li>• <a href="#">Industry outreach and education efforts are</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">An increase in the number of Job seekers participating in targeted industry OJT's, ITA's and Work Experiences</a></li> <li>• <a href="#">An increase in the number of youth participating in targeted industry sponsored internships, work experiences, and other work based learning opportunities, and an increase in the number of youth placed in industry related employment</a></li> <li>• <a href="#">An increase in the number of targeted sector related job listings in the participating WS Systems</a></li> </ul>



	<a href="#"><u>WSU Vancouver, Staffing Agency Partners, identified CBO Partners</u></a>		<p><a href="#"><u>implemented</u></a></p> <ul style="list-style-type: none"> <li>• <a href="#"><u>Based on feedback from employer partners, industry related training is updated, developed or customized based on industry direction and goals</u></a></li> <li>• <a href="#"><u>Industry specific fund development strategies are developed</u></a></li> <li>• <a href="#"><u>Sector partners, stakeholders and leadership are provided with project and initiative updates</u></a></li> <li>• <a href="#"><u>Industry trends are continuously re-evaluated in real time and sector strategies are updated as necessary</u></a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#"><u>An increase in the placement rates of WS training graduates in targeted sectors</u></a></li> <li>• <a href="#"><u>Increased employer satisfaction related to the sector strategies and the services available in their local WS systems</u></a></li> </ul>
<a href="#"><u>PHASE V: EVALUATE – Produce Targeted Sector progress reports and identify next steps</u></a>	<a href="#"><u>Columbia-Willamette Workforce Collaborative, Healthcare Sector Strategy Team, IT/Software Sector Strategy Team, advanced Manufacturing Sector Strategy Team, Industry Panels, Regional Workforce Investment</u></a>	<a href="#"><u>WIA Title 1B, Wagner-Peyser, SEDAF, H1B Grant Funds</u></a>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Sector strategies are reviewed through quantitative and qualitative data collection using a variety of methods from project participants and stakeholders</u></a></li> <li>• <a href="#"><u>Analyze data and vet initial findings based on various approaches</u></a></li> <li>• <a href="#"><u>Prepare reports targeted to industry employers and consortia, public officials, and media</u></a></li> <li>• <a href="#"><u>Present findings, where</u></a></li> </ul>	<p><a href="#"><u>Next Steps are identified</u></a></p> <p><a href="#"><u>Promising practices and strategies are replicated</u></a></p> <p><a href="#"><u>Regional Workforce Collaborative identifies sectors for engagement</u></a></p>

	<a href="#">Boards</a>		<a href="#">appropriate, to targeted groups in web-based or in-person forums</a> <ul style="list-style-type: none"> <li>• <a href="#">Convene Industry Panels for close-out meetings by sector teams to articulate a final recommendation based on outcomes to the Regional Workforce Collaborative regarding next steps with the industry</a></li> </ul>	
<b><a href="#">CERTIFIED WORK READY COMMUNITY</a></b>				
<b><a href="#">STRATEGY</a></b>	<b><a href="#">AGENCY / PROGRAM</a></b>	<b><a href="#">RESOURCES</a></b>	<b><a href="#">ACTIVITIES</a></b>	<b><a href="#">OUTCOMES</a></b>
<a href="#">Outreach and Inform Community About Certified Work Ready Communities</a>	<a href="#">WSI</a>	<a href="#">WIA Title 1B</a>	<a href="#">Conduct presentations and meetings with stakeholders</a>	<a href="#">Stakeholders are Engaged in Reaching Work Ready Community Goals</a>
<a href="#">Engage Employers and Industry Groups in Certified Work Ready Communities</a>	<a href="#">WSI, WICCO, Industry Association Partners, Sector Employer partners, OED,</a>	<a href="#">WIA Title 1B, Wagner-Peyser, SEDAF</a>	<a href="#">Targeted Sector Teams and Employer partners work with staff to develop industry NCRC outreach, engagement, and adoption strategy</a>	<a href="#">Industry specific outreach plans are developed</a>

	<a href="#">WSPM, WS Clackamas</a>			
<a href="#">Expand Employer Preference for NCRC</a>	<a href="#">WSI, WICCO Industry Association Partners, Sector Employer partners, OED, WSPM, WS Clackamas</a>	<a href="#">WIA Title 1B, Wagner-Peyser, SEDAF</a>	<a href="#">Implement Sector Employer NCRC engagement and outreach strategy</a>	<a href="#">Targeted Sector NCRC Champions are identified</a>  <a href="#">NCRC LOC goals are surpassed</a>
<a href="#">Increase Capacity for NCRC Testing</a>	<a href="#">WSI, Employment Department</a>	<a href="#">WIA Title 1B, Wagner-Peyser, SEDAF</a>	<a href="#">Expand NCRC testing capacity to meet Certified Work Ready Community Goals</a>	<a href="#">NCRC testing services are expanded within all five Centers and delivered at Second Realm locations at locations and hours that meet the needs of agency and business partners</a>
<a href="#">Increase Capacity for Skill Development Services to Support NCRC Attainment</a>	<a href="#">WSI, Mount Hood Community College, Portland Community College, DHS, International Refugee Community Organization</a>	<a href="#">WIA Title 1B, Wagner-Peyser, WIA Title II, TANF, HUD, DOL Innovation Grant</a>	<a href="#">Expand the partnerships, resources, and array of services to meet the skill development needs to support attainment of Certified Work Ready Community.</a>	<a href="#">Partnerships around Adult Basic Education (OPABS), English Language Learners, and other transitioning worker populations support a broad array of skill development services contributing to Work Ready Communities.</a>
<a href="#">Increase Access to NCRC Testing for Transitional Workforce - Housing</a>	<a href="#">WSI, Home Forward, Housing Authority of</a>	<a href="#">HUD, WIA Title 1B, Wagner-Peyser, SEDAF,</a>	<a href="#">Expand access to NCRC Certification, NCRC skills remediation, occupational training</a>	<a href="#">Housing residents are NCRC certified, provided access to training, and connected to career-</a>

	<a href="#">Washington County, Community Action, Portland Housing Bureau (Cascade AIDS Project/Ryan White Grant)</a>	<a href="#">DOL Innovation Grant</a>	<a href="#">and OJT, and referral to employers preferring NCRC</a>	<a href="#">track employment</a>
<a href="#">Increase Access to NCRC Testing for Transitional Workforce – Ex-Offenders</a>	<a href="#">WSI, Portland Development Commission, Washington County Corrections, Washington County Drug Court, SE Works, Mercy Corps Re-Entry Transition Center</a>	<a href="#">WIA Title 1B, Wagner-Peyser, SEDAF, City of Portland General Fund (PDC), Washington County General Fund (County Corrections)</a>	<a href="#">Expand access to NCRC Certification, NCRC skills remediation, occupational training and OJT, and referral to employers preferring NCRC</a>	<a href="#">Ex offenders are NCRC certified, provided access to training, and connected to career-track employment</a>
<a href="#">Increase Access to NCRC Testing for Transitional Workforce – Immigrants &amp; English Language Learners</a>	<a href="#">WSI, Portland Development Commission, International Refugee Community Organization (IRCO), Mount Hood Community College, SE Works</a>	<a href="#">WIA Title 1B, HUD, Wagner-Peyser, SEDAF, City of Portland General Fund (PDC), DOL Innovation Grant, WIA Title II</a>	<a href="#">Expand access to NCRC Certification, NCRC skills remediation, occupational training and OJT, and referral to employers preferring NCRC</a>	<a href="#">English Language Learners are NCRC certified, provided access to training, and connected to career-track employment</a>

<a href="#"><u>Increase Access to NCRC Testing for TANF JOBS Clients</u></a>	<a href="#"><u>WSI, Columbia-Willamette Workforce Collaborative, DHS, School District/Youth System Providers</u></a>	<a href="#"><u>WIA Title 1B, TANF</u></a>	<a href="#"><u>Expand access to NCRC certification</u></a>	<a href="#"><u>DHS and WSI develop systemic access to NCRC testing services for TANF clients</u></a>
<a href="#"><u>Increase Access to NCRC for Emerging Workforce</u></a>	<a href="#"><u>WSI, Portland Public Schools, MESD, Centennial, Gresham-Barlow, Parkrose, David Douglas, Beaverton School District, Alternative Education Schools &amp; GED Providers, Cradle to Career Collaborative, All Hands Raised</u></a>	<a href="#"><u>WIA Title 1B, Portland Development Commission, School Districts, Portland Schools Foundation, TK Foundation</u></a>	<a href="#"><u>Convene school-to-work counselors within local school districts and youth system alternative education/GED providers to promote NCRC and create programmatic on-ramps to NCRC certification and referral to employers preferring NCRC.</u></a>	<a href="#"><u>Youth system partners promote NCRC to emergent workers and have access to appropriate testing realm. Certified Work Ready Community Goals for emerging workforce are met.</u></a>

<a href="#">Identify and Establish Second Realm NCRC testing site(s)</a>	<a href="#">WSI, PCC, MHCC, DHS, Local School Districts</a>	<a href="#">WIA Title 1B</a>	<a href="#">Work with business, youth and other stakeholders to identify "Second Realm" testing sites including locations and hours that facilitate connectivity</a>	<a href="#">Where need is identified, second Realm sites are identified and launched in each county</a>
<b><a href="#">SYSTEMS INNOVATION</a></b>				
<b><a href="#">STRATEGY</a></b>	<b><a href="#">AGENCY / PROGRAM</a></b>	<b><a href="#">RESOURCES</a></b>	<b><a href="#">ACTIVITIES</a></b>	<b><a href="#">OUTCOMES</a></b>
<a href="#">Work with Portland Development Commission to align Economic Opportunity Initiative funding with WorkSource system.</a>	<a href="#">WSI, Portland Development Commission</a>	<a href="#">WIA Title 1B, HUD, City of Portland General Fund, Wagner-Payser, SEDAF, TANF</a>	<a href="#">Identify opportunities for greater alignment between HUD and City of Portland funds and the WorkSource system for a joint procurement for PY13.</a>	<a href="#">Greater alignment and resources around Career/Work Readiness and Preparation, Skill Development, and Job Placement.</a>
<a href="#">Work with Mt Hood Community College and Portland Community College to strengthen connections between Adult Basic Education and WorkSource.</a>	<a href="#">WSI, Mt Hood Community College, Portland Community College</a>	<a href="#">WIA Title 1B, WIA Title II, Innovation Grant,</a>	<a href="#">Explore opportunities for collaboration around Oregon Pathways to Adult Basic Skills (OPABS) and WorkSource.</a>	<a href="#">Stronger connections between Adult Basic Education services and the WorkSource system.</a>

		<a href="#">Wagner-Payser, SEDAF,</a>		
<a href="#">Work with DHS to increase alignment of the TANF JOBS program and the WorkSource system.</a>	<a href="#">DHS, WSI</a>	<a href="#">WIA Title 1B, Wagner-Payser, SEDAF, TANF</a>	<a href="#">Conduct data analysis of WorkSource and TANF JOBS programs respectively to identify areas of mutual focus/capacity and existing overlap in populations served.</a>	<a href="#">Areas of convergence and opportunity around populations and needs are identified.</a>
	<a href="#">DHS, WSI</a>	<a href="#">WIA Title 1B, Wagner-Payser, SEDAF, TANF</a>	<a href="#">Survey TANF clients and identify barriers to accessing WorkSource.</a>	<a href="#">Barriers to access are identified and addressed.</a>
	<a href="#">DHS, WSI, PCC, Community Works Consortium</a>	<a href="#">WIA Title 1B, Wagner-Payser, SEDAF, TANF</a>	<a href="#">Engage service providers and community agencies to identify opportunities for alignment and collaboration.</a>	<a href="#">Alignment strategies are identified.</a>

