



**WORKSOURCE  
OREGON**

**OPERATIONAL STANDARDS**



# WSO Operational Standards

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### **BACKGROUND**

In May 2007, a two-year plan modification for WorkSource Oregon was issued to the US Department of Labor. It was based on the 2006 strategic plan of the Oregon Workforce Investment Board (OWIB), *Winning in the Global Market* which sets the stage for transforming the workforce education and training system. The strategic direction called out was the creation of a demand-driven system largely based on integrated service delivery. To achieve the goal of integration the plan called for the following three strategies:

1. Co-location of multiple partners within WorkSource Oregon.
2. The Employment Department and Title IB service providers working to define and deliver an agreed-upon set of jobseeker services in WorkSource Oregon.
3. Business recognized as a primary customer and services better aligned.

The timeline projected for the completion of these three strategies was two years—2009. While significant progress has been made, Oregon has not yet done all of what it set out to do in 2007 and not all local areas and communities have done what they were expected to do to implement these strategies. Some areas in the State are not co-located and some, though co-located, have not implemented an integrated service delivery model among the partners. Additionally, there have not been consequences or measures of accountability implemented for those local areas and centers that have remained non-compliant with the expectations laid out in the strategies.

In recognition that further progress was needed, Governor Kitzhaber issued Executive Order No. 13-08 on July 25, 2013. It defines strengthened roles and responsibilities for Local Workforce Boards; charges state agencies that administer workforce programs to, again, align themselves in light of reduced resources and a changing economy; and designates the Oregon Workforce Investment Board as an independent advisory body to the Governor to ensure progress and accountability at both the state and local levels in what is ultimately a call for a redesign of Oregon's workforce system.

New workforce legislation, titled the Workforce Innovation and Opportunity Act, was signed into law in July 2014. This new legislation, in addition to the Governor's Executive Order No. 13-08 and related workforce redesign efforts in Oregon, will result in the creation of new state and local workforce plans.

Acknowledging the renewed vigor around workforce system redesign, the Oregon Workforce Partnership and leadership from the Oregon Employment Department and the Department of Community Colleges and Workforce Development saw a need to reaffirm and revise the intentions and decisions from 2007-09, refocus efforts, recommit to an alignment of services, and assure follow through. Realizing the statewide workforce system is huge and comprised of diverse communities and local areas—rural, urban, metro, multi and single-county workforce areas, etc.—the group chartered a project to establish a statewide framework for workforce service delivery that will provide the necessary consistency across the state and support locally-driven models that are essential to effectively impacting workforce challenges in each local area and community.



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### MISSION, VISION AND VALUES

WorkSource Oregon is comprised of multiple agencies and organizations. While each of these entities may have their own missions, visions, and values; the mission, vision, and values of WorkSource Oregon have been developed to speak on behalf of the broader workforce system.

#### **MISSION OF WORKSOURCE OREGON:**

To effectively respond to workforce challenges through high-quality services to individuals and businesses, resulting in job attainment, retention and advancement.

#### **VISION OF WORKSOURCE OREGON:**

Communities where the employment needs of jobseekers and businesses are met by solutions delivered effectively through engaged workforce system partners.

#### **VALUES OF WORKSOURCE OREGON:**

- **Inclusiveness.** We value others and ourselves as unique individuals and celebrate both our commonalities and differences. We promote open communication, ongoing collaboration and the free exchange of ideas. We honor diversity, exhibit fairness, and strive for equity and excellence for all customers.
- **Stewardship:** We value social responsibility and hold ourselves accountable for the efficient and effective use of the human, physical and fiscal resources entrusted to us.
- **Excellence.** We continually pursue excellence by being creative, aspirational, and high-achieving professionals, committed to our communities and team. Our staff is our greatest resource and our customers' success is the essence of our work.
- **Teamwork.** We are a system of effective teams that emphasize high levels of trust, cooperation, and a commitment to excellent communication. We encourage and empower employees to exercise independent judgment in meeting customer needs through professional, values-based behavior.
- **Integrity:** We value mutual respect, honor the dignity of each individual and foster a civil and ethical environment. We demonstrate the highest standards of personal integrity and honesty in our public activities to inspire confidence and trust.
- **Relevance:** We foster an environment of continuous improvement and high performance, utilizing the most current tools and technology to ensure we remain relevant to the communities we serve.

### THE WSO FRAMEWORK

To position the workforce system for relevance and growth, there must be clarity about what WorkSource Oregon is at both the state and local levels, what it offers, and how existing partnerships bear a shared responsibility to create value to additional partners in the future. Leaders from partner agencies were pulled together for a three-day work-session to develop that framework. The outcome is the WorkSource Oregon Operational Standards. They provide the minimum-level content/services(s)



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required to be available at all WSO centers. They also build in an accountability mechanism to ensure that this effort will come to fruition across the entire state. Finally, they offer an opportunity to work together to continually improve the system engage new partners and better serve Oregon job seekers, workers and businesses.

### **ROLES AND RESPONSIBILITIES**

Each WSO partner has roles and responsibilities, purposes and functions as they relate to WSO policy and operations. With WIOA and the addition of other required partners, common operational agreements will further clarify roles, responsibilities and the decision-making authority of all entities involved. These agreements will identify which decisions will be made jointly, and how those decisions will be made. Interagency compacts will also be developed among state agencies and between state agencies and local boards, which will further clarify responsibilities, rules of engagement and dispute resolution processes.

#### **COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT (CCWD)**

**Purpose:** To contribute leadership and resources to increase the skills, knowledge and career opportunities of Oregonians.

**Function and Authority:** On behalf of the Governor, CCWD implements and oversees the state's implementation of Title IB of the Workforce Innovation and Opportunity Act programs and funding distribution.

#### **LOCAL LEADERSHIP TEAMS (LLTs)**

**Purpose:** At the local level, LLTs are the mechanism used to manage the implementation of the local WSO system. This includes coordination of services, programs, funding streams, processes and initiatives among WSO partners to ensure accountability and alignment in support of a seamless public system.

LLTs may consist of local board staff (conveners), OED Managers, Center Managers, contracted service provider management and staff, and representatives from engaged partners and stakeholders such as the Department of Human Services, Vocational Rehabilitation, community colleges, or Temporary Assistance for Needy Families (TANF).

**Function and Authority:** The LLTs address both systems and operational topics related to service delivery issues and improvements; implementation of programs, process and current initiatives; center activities such as workshop offerings, customer flow (discrete resource room activities), and staff coordination/coverage; program and center performance; sector strategy implementation; business recruitment services; and implementation of local area strategic plans as they relate to center functions. The LLTs also serve as a communication mechanism between regional, local area and center levels. Some multi-county areas have multiple levels of LLTs. In these instances, it may be a different group (regional LLT or board sub-committee) designated to oversee performance, compliance monitoring, best



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practices identification and system improvement, sector initiatives development, and strategies for service delivery.

### **LOCAL WORKFORCE BOARDS (LWBs)**

**Purpose:** The Local Boards are designated to develop local workforce plans, and direct and prioritize funding toward workforce development activities. They convene economic development and other partners to create resources for workforce development activities in response to the needs of jobseekers and local business. The Local Boards, as neutral independent brokers of workforce services, purchase contracted workforce services that are provided through the WSO centers to support talent development, job creation, income progression, business competitiveness, and expanded opportunities for citizen prosperity. Local Boards certify WorkSource Oregon centers.

**Function and Authority:** Local Workforce Boards provide a convening table for labor, economic development, elected officials, education, workforce development and human service providers to create community-based solutions to workforce challenges and efficiently address local labor market needs and statewide priorities. They lead employer engagement to promote business representation, develop linkages, implement effective strategies and ensure workforce investments support the needs of employers. They expand private-public partnerships with an integrated workforce system to ensure WSOs meet the needs of the community, and partner with the Governor's Regional Solutions Committees to identify and leverage opportunities to expand job creation and incent job growth. Local Boards are accountable for shared workforce system outcomes as co-owners of WorkSource Oregon. They negotiate local performance measures and conduct program oversight to ensure appropriate use, management and investment of workforce resources.

### **OREGON EMPLOYMENT DEPARTMENT (OED)**

**Purpose:** A public labor exchange responsible for connecting job seekers with employers. It supports economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits, serves businesses by recruiting and referring qualified applicants to jobs, provides resources to diverse job seekers in support of their employment needs, and develops and distributes quality workforce and economic information to promote informed decision making.

**Function and Authority:** OED provides a large portion of staffing and physical infrastructure for the WSO system, and is the primary delivery mechanism in the aligned service delivery model. OED is a co-owner of WorkSource and is responsible for shared system performance.

### **OREGON WORKFORCE INVESTMENT BOARD (OWIB)**

**Purpose:** The Board is the overall advisory board to the Governor on workforce matters. It is made up of leaders representing private-sector businesses, labor, state, local governments and government agencies. A majority of members represent the private sector.

**Function and Authority:** The Board is tasked with developing a single, unified state plan for the statewide workforce investment system and assisting the Governor in developing Oregon's workforce



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system, recommending the duties and responsibilities of state agencies in implementing federal workforce regulations.

### **SYSTEM REQUIREMENTS**

#### **CO-LOCATION**

In order to be designated as a WorkSource Oregon center, Wagner-Peyser employment service offices must be co-located with Title IB one-stop centers. Plans will be developed and transitions in progress for all communities no later than July 2015. These transition processes will be complete no later than July 1, 2016.

#### **ALIGNMENT OF SERVICES**

In order to be designated as a WorkSource Oregon center, services among Wagner-Peyser and Title IB staff will be aligned resulting in seamless provision of services to customers. Total staff resources across both funding streams will be pooled together and allocated collectively to ensure all services are delivered in accordance with the requirements of these operational standards. All operational functions, including supervision and management where appropriate, will be taken into consideration when developing a functional staffing plan for each center. Agreed-upon staffing plans (including methodology, roles and expectations) will be documented and may be solicited during program monitoring. All centers that are currently co-located will be compliant with Alignment of Services criteria no later than July 1, 2015. All WSO centers will have Alignment of Services in place by July 1, 2016.

#### **BRANDING**

WorkSource Oregon (WSO) is the accepted brand for WorkSource Oregon centers. All centers will adopt and execute this brand, in accordance with the Oregon Workforce Investment Board decisions from September 2007 and December 2008. The brand is applicable to all signage, center décor, lobby/resource room kiosks, brochures, print materials, marketing materials, name tags, web and social media presence, business cards, e-mail signature blocks, telephone protocols, and other related applications for all WSO-funded activities and functions provided through the WSO centers.

Each LLT will establish protocols to ensure that physical structures are kept clean, neat, professional, and reflective of an aligned and integrated environment. Additionally, LLTs will develop center/local area-specific professional standards which include expectations for acceptable work apparel. All sub-contractors providing WSO-funded services through the centers must comply with these branding standards and any additional local protocols established by LLTs. These will be established no later than July 1, 2016.

In addition to WorkSource Oregon, WIOA requires that the Secretary of Labor establish a common one-stop delivery system identifier. The identification requirements will be determined no later than July 1, 2016.



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### **TECHNOLOGY INFRASTRUCTURE**

All WorkSource Oregon centers will maintain a standard level of technology to ensure comparable access to automated services for customers. A gap analysis of technology needs across the state will be completed by July 1, 2015, with all centers equipped with standardized technology infrastructure by July 1, 2016.

### **SERVICES**

Services provided through the WSO centers will be customer-centered to ensure value to each customer experience as close to the front of the customer flow as possible and at each point along the continuum of services. There is no longer a required sequence of services in WSO centers. Rather, there are Career Services, Training Services and Business Services which may be accessed at any time based on customer needs. For the purposes of categorizing services offered in the WSO model, any services that are not defined as Training Services or Business Services are now categorized together as Career Services. Welcome Services have been redefined as Exploratory Services in acknowledgement of how individuals actually move through the system and to ensure a customer-centered experience. This section describes the foundations of service delivery that are to be in place for the delivery of *all* WSO services, and establishes the standards for each specific service provided within Exploratory, Career, Training, and Business Service categories.

### **FOUNDATIONS OF SERVICES DELIVERY**

In addition to the actual services provided to customers, there are foundational elements that crosscut and underlie the provision of WSO services to customers. Those elements and the standards for the use are outlined below.

#### **Labor Market Information**

LMI will inform sector strategies, career planning, training decisions, business engagement and placement services. Staff will demonstrate use of quality data and LMI to inform decisions and provision of core center services and activities. Staff will explain the uses and benefits of LMI-related resources, assist jobseekers in accessing and interpreting tools and data in order to make informed career and education decisions, and will use LMI to coach job seekers toward higher wages.

LMI will include information on in-demand industry sectors and occupations, and non-traditional employment; information relating to job vacancies; career pathways, job skills necessary to obtain jobs; and local in-demand occupations including the earnings, skill requirements, and opportunities for advancement in such occupations.

#### **Continuity of Services**

All WSO centers will execute a viable collaborative-service system as a basic principle of the customer-focused model. The goal is to provide the best customer-focused service possible through a continuity of services that are not dependent upon a customer returning to the same staff person. Centers will focus on the development of organizational, not individual, relationships in order to seamlessly



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coordinate services in a way that meets the business requirements as well as addresses customer needs in a timely and value-added manner. For customers engaged in Career and/or Training Services, staff will adequately document customer interactions to ensure continuity of services for customers regardless of which staff provides assistance. Though documentation may assist with outcomes tracking, the purpose of engaging in collaborative-service delivery is not to focus on performance, but rather the customer experience. Any WSO staff person is expected to be able to pick up where another staff left off at the previous customer engagement.

### **Feedback Mechanisms**

All centers will develop feedback mechanisms as described in the services sections below to ensure that services are driven by and are meeting business needs, and to ensure that internal communication among teams are operating on the same information and striving toward the same local expectations. Feedback mechanisms will be documented and locally tracked to ensure effectiveness of service provision.

### **Sector Strategies**

The terms used in industry sector or cluster strategies are often used interchangeably. *Industry cluster* typically describes the entire value chain of a broadly defined industry from suppliers to end products. *Sector* is a term more widely used in workforce development, defining an industry primarily by common workforce needs and occupations.

Local Boards will identify targeted sectors as part of the planning process. Local Boards will develop service priorities and dedicate resources based on local plans and investment strategies. Strategies by Local Boards will focus on demand-side aspects including connections to economic development and regional priorities, and the engagement of employers and industry groups while strategies by WSO will focus on the supply-side elements of a sector strategy, utilizing sector-based career pathways and training programs to prepare and connect qualified jobseekers and workers to high-demand sector-based occupations and careers.

### **EXPLORATORY SERVICES**

Exploratory Services are provided to determine where customers are on their journey to employment and/or training and where they want to be in the future. The intent is to listen to customers' needs and guide them toward their next steps based on individual needs rather than a one-size-fits-all approach of requiring formal assessments and processes for all customers coming into the center. At least one Exploratory Service will be provided to each customer at each visit, resulting in all customers receiving a value-added service prior to their departure.

All WSO centers will have adequate staff capacity at reception to listen and guide all customers toward a value-added service; and to ensure that all customers required to register or interested in pursuing Career and/or Training Services are engaged in a customized one-on-one meeting with staff within 15 minutes of their greeting. Centers will utilize technology to expedite Exploratory Services for participants whenever possible and as resources allow.



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### **Greeting**

All customers entering a center will be greeted within one minute. Greeters will query/probe customers about their reason for coming into the center (What brought you in today? How can I help you? What are your needs?). After greeting and listening to customer needs, staff will inform customers of available services and propose options/guide customers toward next steps. This may be access to the resource room, a referral to a partner agency, or queued for a customized one-on-one conversation with the next available staff.

### **One-on-One**

Customers needing to register with the labor exchange system, or interested in pursuing Career or Training Services will be provided a customized one-on-one engagement no more than 15 minutes after the initial greeting.

At the one-on-one, staff will review, assist with, or conduct basic registration; provide additional information about available services; listen to customer needs; and provide guidance on next steps based on needs and interests. Registration information for customers engaging in services will be provided just-in-time based on what is required at any given time rather than all customers going through the same registration process as a first step coming in the door. At the one-on-one, next steps will be articulated and documented.

### **Next Steps**

Each time customers engage in services, appropriate registration elements are collected and next steps are planned and scheduled. Staff provides LMI and referral to appropriate resources and partner services.

### **CAREER SERVICES**

Career Services are those services that assess a person's readiness to work and provide employment statistics information to inform career goals and opportunities for advancement in occupations. Key values provided to jobseekers through provision of Career Services are to ensure they know their skills, know how their skills match the labor market, and know which tools are available for them to acquire the skills needed to be competitive.

Career services include: job search; placement assistance; career counseling; the provision of information on in-demand industry sectors and occupations; and provision of information on non-traditional employment. Effective Career Services rely on assessment, development of a focused Individual Employment Plan (IEP), career planning and skills validation.

### **Assessment**

Assessments of skill levels (including literacy, numeracy, English language proficiency, soft skills, hard skills, and transferable skills), aptitudes (including interests and aptitudes for non-traditional jobs), abilities (including skills gaps), career interests, employment barriers, and supportive service needs will be conducted. Assessment should be a customer-centered, diagnostic evaluation of the person's situation and needs related to work and the local labor market, including employment barriers, prior work experience, education, attitudes toward work, motivation, behavior patterns affecting



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employment potential, employability, and financial literacy. Assessment will include the validation of existing skills, realizing that jobseekers know what their skills are. Information should be gathered from multiple sources including observations and personal interviews. Progressive assessment will be provided, as-needed, to inform provision of services on an ongoing basis; and is not limited to a specific point in time or program participation. Assessment processes underlie the development of an Individual Employment Plan (IEP), which serves as a participant's road map to services.

### **Career Planning**

Career Planning is an ongoing process through which jobseekers explore their interests and abilities, and plan their career goals. It is the provision of a client-centered approach in the delivery of services, designed to prepare and coordinate comprehensive employment plans for participants, and to provide job, education, and career counseling, as appropriate during program participation and after job placement.

Staff will assist jobseekers with accessing, interpreting and implementing appropriate career planning tools to help them make informed decisions about career pathways, and in an effort to make sure they are successful and their expectations are realistic. Every center must provide career planning services and be able to help jobseekers identify and reach career goals. Career planning will include career exploration, interest and skill assessments, and provision of occupational and training information that inform current trends in the job market. Career planning efforts will align with LMI and local sector strategies. Centers will provide career planning workshops and/or individual assistance. Jobseekers unsuccessful in defining a clear career goal or in need of help outside the scope and resource availability of the center should leave with a tangible resource or referral.

One outcome of career planning is an Individual Employment Plan (IEP). It is developed to identify employment goals, appropriate achievement objectives, and the appropriate combination of services needed for the customer to achieve the identified employment goals; including information on eligible providers of training services, and career pathways to attain career objectives. The IEP includes next steps for job search, skill development, training and accessing resources.

The IEP is largely based on the outcomes of assessment processes including the assessment of occupational skills (soft skills, hard skills, transferable skills), career interests, financial need (personal budget), and employment barriers. It will include training options research (ETPL, CIS content, QualityInfo.org, and LMI), next steps for training, and resources; and will be used as a tool in job search efforts.

### **Job Search**

Job search includes the use of all appropriate techniques for finding and accessing employment opportunities. Staff will teach customers the job search process—providing them with tools and knowledge so they are equipped to search for jobs in today's market using the most thorough methods and strategies available, including: social media, online job boards, and networking in hidden and non-traditional job markets. Staff will assist with application processes and documentation—résumés, cover letters, employment applications, and effective interviewing techniques. Customers should be directed to WSO talent development workshops, as appropriate.



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Staff will gain and maintain familiarity with local employment needs in order to provide relevant job search support and assistance to jobseekers. Job search assistance will be customized, customer-centered and may be provided individually or in workshop/group settings. Job search is not an activity that occurs in isolation nor is it a linear process. Job search is a continuous process that results in next steps at each engagement and occurs until a jobseeker is placed in employment. Staff assisting jobseekers must be strategic and take into account a customer's skills (including skills gaps), experience, and fit. Job search processes should be transformational for customers, not transactional.

### **Skills Validation**

Skills validation is an essential function of WSO to ensure that customers referred for employment meet business needs and the requirements of jobs to which they are referred. More and more businesses are looking not just for degrees, but for proof of mastery. Prior to referral staff will verify: intent to work/motivation, work history, employer-required licenses, credentials and hard skills, and essential skills/soft skills.

In addition to any employer-defined requirements, centers will implement local processes to validate skills, in collaboration with business and as part of assessment and recruitment efforts, in order to develop "pools" of qualified, work-ready candidates for vacant positions. It is its people, and the capacity to engage with customers to understand their needs and verify their skills and experiences, that differentiates WSO. Skills validation processes will comply with WSO Operational Standards Skills Validation Criteria included here as Appendix A.

### **Placement Assistance**

Placement assistance is person-centered and customized job-getting assistance for customers engaged in services and who have identified their career direction and goals. WSO staff will play a direct role in connecting engaged jobseekers with employers—it is a responsibility of staff to place those customers who have engaged with the system, had their skills validated and are considered work-ready.

Staff providing placement assistance will understand the local talent pool available for referrals, and will manage the "pool" of available work-ready jobseekers—prioritizing based on business needs and investment strategies outlined in the local plan. Referral to job openings is a pre-placement activity and staff is expected to refer only quality/work-ready individuals. Skills validation is a critical component of placement assistance activities. Effective job matching requires staff to ensure that skills have been validated through the approved process and that the customer is a good "fit" for the position and workplace environment prior to referral.

Placement activities must include a feedback mechanism between WSO and employers. Employer feedback will be solicited to validate/concur with the readiness/quality of referrals. That feedback will be shared with career development staff to improve the supply and quality of available candidates. LLTs will develop feedback mechanisms, monitor outcomes, and make adjustments to local career and training services based on feedback received.



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### **TRAINING SERVICES**

Individuals determined to be in need of training to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment may be eligible to receive Training Services. Local areas may also prioritize training connected to sectors and target populations as part of the local plan, and will create opportunities for remediation.

The workforce system is expected to increase investment in certifications that help people get jobs, and support the development and documentation of functional skills. There has been growth in the variety of skill building tools including on-line training and credentials, certification of new and existing skills, and work-based learning. All WSO centers are expected to build these types of tools into the menus of available training services and activities.

An IEP is required for all customers accessing Training Services. The IEP will be used to inform training needs, as well as to verify whether or not customers have the skills to be successful in training prior to enrollment into the training program.

Mechanisms must be in place to monitor the quality and effectiveness of training services both from outcome data and business/customer feedback. The feedback loop established for local areas should be comprehensive processes where: training services communicate the available talent to placement services, placement services seek businesses input regarding the quality of candidates and local training needs, placement services market qualified candidates to targeted business customers and placement and business services inform training content based on the input received from employers. Local Boards will serve as a primary source of business intelligence to inform center priorities and investment strategies around training services.

Among Training Services available, there are categories of Adult Education and Literacy, Skill Development, Talent Development, and Work-Based Learning. How these services are delivered and made accessible to customers is dependent upon local plans.

#### **Adult Education and Literacy**

Adult Education and Literacy activities; including activities of English language acquisition, integrated education and training programs, and workforce preparation activities (as defined under Title II) will be available through WSO centers. These activities may be provided concurrently or in combination with other services. The frequency and intensity is dependent upon local plan strategies and customer demand.

#### **Talent Development**

Talent Development increases capacity for someone to learn and/or demonstrate work-related skills. All centers will offer staff-assisted talent development workshops to teach essential skills for work readiness including (at a minimum): résumé development, basic computer skills, interviewing skills, networking/social media use, and soft skills. Talent development activities will comply with Core Talent Development Criteria included here as Appendix B. Talent Development activities may also include short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, professional conduct, and financial literacy.



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Talent Development services are essential to the development of Certified Work Ready Communities, involving attainment of NCRCs and soft skill assessment. All WSO centers will offer NCRC preparation assistance, and NCRC testing on-site for customers.

Talent development workshops and activities will be required of participants assessed as lacking work readiness skills prior to receiving a staff referral for employment. Local areas will have processes in place to manage this expectation.

### **Skill Development**

Though types and amounts may vary, all local areas will provide skill development based on structured, written curriculum designed to address gaps, develop new skills and advance toward attainment of industry-recognized and post-secondary credentials. All centers will have online skills development tools available for customers (links to resources) in addition to in-person training, both of which will be delivered by approved providers, including local community colleges. Skill Development primarily involves organized programs of study that provide education and vocational skills that lead to proficiency in performing functions required by certain occupational fields at entry, intermediate or advanced levels, or leads to credentials required by employers in the occupational field (defined as Individual Training), and also includes skill upgrades; retraining; entrepreneurial training; and occupational skills training—including training for nontraditional employment. Staff will assist jobseekers with assessing and accessing these services and may be engaged in monitoring and testing to measure customer progress.

### **Work-Based Learning**

WIOA aims to create job-driven centers that focus on work-based learning, industry-recognized/postsecondary credentials, career pathways, and enhanced connections to registered apprenticeship. All centers will make work-based opportunities available to customers in accordance with local area plans and investment strategies.

Work-Based Learning includes On-the-Job Training (OJT), apprenticeship, and work experiences and internships that are linked to careers. Work-Based Learning services may also include job shadows, volunteer opportunities, and career exploration to help customers develop skills, experience and/or exposure to careers or industries based on their interests and competencies. Work experiences that are linked to careers will be provided at all WSO centers.

Work-based learning opportunities should be marketed by both training and business service staff. Staff will pursue opportunities with employers and make appropriate referrals for work-ready jobseekers. Local Boards will coordinate work-based learning opportunities across partner agencies to ensure maximization of employer contact and avoid business-contact fatigue. Local Boards will research opportunities and develop relationships with local businesses and partners (including apprenticeship programs and training centers) to make these training models available to customers. In accordance with standards described under Career Services above, feedback mechanisms between Training Services and placement functions must be in place to ensure that the training being provided is meeting the needs of business.



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### **BUSINESS SERVICES**

The most important Business Service WSO provides is connecting employers to qualified candidates. Comprehensive Business Services will be offered through WSO centers to ensure that WSO is providing a value-added service to businesses and is supporting local sector strategies and investment priorities. Staff will be knowledgeable and responsive to business and workforce needs of the local area, how these align with local sector strategies, and protocols to access recruitment processes and other services. All WSO centers will provide appropriate recruitment and other business services on behalf of employers, including small employers, in the local area.

WSO Business Services will include, at a minimum:

#### **Recruitment Services**

Recruitment is the primary employer service model for placing qualified jobseekers with employers. Recruitment involves attracting, selecting and referring suitable candidates to one or more jobs through multiple activities that are customized to a specific employer or occupational need. WSO staff conducting Recruitment Services will work closely with staff providing skills validation, training, and career placement functions to access the appropriate talent pool for the position(s) being recruited.

Recruitment Services will support targeted populations and Sector Strategies recruitments. WSO staff will conduct an on-site employer visit prior to the start of the recruitment then send qualified candidates to the employer in a timely manner. Staff may funnel all non-participant applicants through WSO for screening. The WSO referral-to-hire ratio is a target of 5:1, unless otherwise specified by employer.

Placement and recruitment activities must include a feedback mechanism between the WSO and employers. Employer feedback will be solicited to validate/concur with the readiness/quality of referrals. LLTs will develop feedback mechanisms, monitor outcomes, and make adjustments to local career and training services based on feedback received. Feedback will be shared with the Local Board to ensure continuous quality improvement.

#### **Customized Training**

Customized training may be provided, in alignment with local plans and available resources, to meet the specific skill needs of local employers. The training is conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

#### **Incumbent Worker Training**

Local boards may reserve funds to pay for the federal share of the cost of providing training through an incumbent worker training program. If made available in an area by a Local Board, training will take into account characteristics of participants in the program, relationship of the training to competitiveness of participants and employers, and other factors such as number of employees, wage and benefit levels, and existence of other training to support advancement opportunities. The cost will be shared with employers on a sliding scale based on employer size. The WSO will utilize information gathered from business feedback to inform the need for incumbent worker training and will market available opportunities, as appropriate.



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### **Job Postings**

WSO staff will provide services to employers for posting vacant positions in the local labor exchange system. Jobs may be entered via automated mechanisms, self-service features, or staff-assisted services.

### **Incentives**

Employment incentives are available through the WSO and its network of partners, including: Work Opportunity Tax Credit (WOTC), JOBS plus program, On-the-Job Training (OJT), and the Preferred Worker Program (PWP). WSO staff will be knowledgeable about available incentives in order to effectively market them to businesses.

### **Rapid Response**

The mission of the pre-layoff system in Oregon is to provide comprehensive information and technical assistance leading to employment of dislocated workers affected by layoff, closure and or disaster. All local areas will provide Rapid Response activities to employers and workers when a layoff or closure is going to occur, is occurring or has occurred, in compliance with state and federal regulations. Rapid Response activities are time-sensitive and all LLTs will develop local protocols to ensure contact with affected parties within 48 hours of receiving notice of a layoff, closure or crisis event.

## **OUTCOMES AND PERFORMANCE**

WSO partners are responsible for shared system performance, measurements of achievement, and outcomes for service to a common customer. WIOA creates performance measures required for all core programs, including:

- Percentage of participants in employment during second quarter after exit;
- Percentage of participants in unsubsidized employment during the fourth quarter after exit;
- The median earnings of participants in unsubsidized employment during second quarter after exit;
- Percentage of participants who obtain a recognized postsecondary credential or secondary school diploma (or equivalent) during participation or within one year after exit;
- Percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
- Indicators of effectiveness of serving employers (specifics of this measure will be established no later than July 1, 2016).

The core performance measures under WIOA apply whether or not participants were employed or not at date of participation. Core programs are required to report on these common performance indicators and performance reports for states, local areas, and eligible training providers will be publicly available.



## WSO Operational Standards

Local Boards will regularly monitor and evaluate program performance. Programs will also be evaluated by independent third parties at least every four years.

In addition to federal performance measures, Oregon has had workforce performance measures since the early 1990's. As the state embarked on its process of workforce system redesign, it became clear that the measures used historically were insufficient to meet the policy, planning, and program needs of the future workforce system. In addition, the current performance reporting information system (PRISM) does not have the capability to provide and display performance data in a user-defined, customer-focused, web-based manner. A project was chartered in 2014 to identify, compute, and publish new workforce performance measures that are relevant for Oregon's redesigned workforce system and useful for relevant policy-makers, workforce leaders, and program managers. The project will result in updated performance measures accessible through a web-based information system by June 30, 2015. The OWIB approved statewide workforce-related performance measures as of September 2014 are:

1. Entered Employment Rate
2. Employment Retention Rate
3. Average Earnings
4. Wage Gain
5. Skill Gain
6. Business Satisfaction
7. Job Seeker Satisfaction

LLTs will need to discuss and decide how they will consider federal and state performance requirements within the statewide customer-centered model.

### **ACCOUNTABILITY**

The WSO operational standards will be incorporated into state monitoring processes beginning in the program year 2015 monitoring season, and local areas (Local Boards and OED) will be held accountable to their successful implementation in each and every WSO location in the state. Interagency compacts and operational agreements among partners will assist with outlining how they will hold each other accountable. These agreements will contain a dispute resolution process to assist partners in the event of disagreements that occur in relation to the implementation and execution of the standards and center operations. Failure to comply with the operational standards will result in corrective action plans, incentives, and/or sanctions.



## WSO Operational Standards

### **ACKNOWLEDGEMENTS**

Members of Oregon's Workforce System are to be recognized for their role in developing these standards. They are the result of collaborative efforts among front-line staff, management and organization leadership, including: Dave Allen, Doug Anderson, Teri Berry, Amy Black, Jim Booker, Robert Brown, Amy Evans, Maren Flores, Jim Fong, John Gardner, Patrick Gihring, Karen Humelbaugh, Clover Ingram, Neil Johnson, Kristin Kahler-Jones, Kristina Keeney, Aurora King, Gena Konrad-Cone, Sonia Limon, Andrew McGough, Mandy Mereness, Lisa Nisenfeld, Elaine Pandolfi, Kim Parker, Kristina Payne, Jim Pfarrer, Tom Previs, Adalberto Rubio, Stefanie Siebold, Stephanie Smolen, Kurt Tackman, Sue Thompson, and Shannon Wilson. The standards are based on previous work products that received a large amount of staff effort and input. Although contributors to that work are too numerous to mention individually, collectively their work formed a foundation for these operational standards.

The Oregon Workforce Partnership, Department of Community Colleges and Workforce Development and Oregon Employment Department sponsored the WSO Operational Standards Development Project which was facilitated and executed by Karen Litvin, Director of Project Masters.



## WSO Operational Standards

### APPENDIX A: SKILLS VALIDATION CRITERIA

#### OVERVIEW

The WorkSource Oregon (WSO) Operational Standards require Skills Validation services as an essential function of WSO to ensure that customers referred for employment meet business needs and the requirements of jobs to which they are referred. More and more businesses are looking not just for degrees, but for proof of mastery. Prior to referral staff will verify: intent to work/motivation, work history, employer-required licenses, credentials and hard skills, and essential skills/soft skills.

In addition to any employer-defined requirements, centers will implement local processes to validate skills, in collaboration with businesses and as part of assessment and recruitment efforts, in order to develop “pools” of qualified, work-ready candidates for vacant positions.

Placement assistance is person-centered and customized job-attainment assistance for customers engaged in services and who have identified their career direction and goals. WSO staff will play a direct role in connecting engaged jobseekers with employers—it is a responsibility of staff to place those customers who have engaged with the system, had their skills validated, and are considered work-ready.

Staff providing placement assistance will understand the local talent pool available for referrals, and will manage the “pool” of available work-ready jobseekers—prioritizing based on business needs and investment strategies outlined in the local plan. Referral to job openings is a pre-placement activity and staff is expected to refer only quality/work-ready individuals. Skills validation is a critical component of placement assistance activities. Effective job matching requires staff to ensure that skills have been validated through the approved process and that the customer is a good “fit” for the position and workplace environment prior to referral.

There are two main parts to Skills Validation:

1. Creating a pool of Work Ready Customers, utilizing the Work Readiness Checklist Criteria
2. Referring customers who are in the Work Ready Pool to specific jobs in response to employer recruitment efforts, after conducting additional Skills Validation in accordance with job criteria.

The Work Readiness Criteria gets customers into the pool of preferred candidates, the Skills Validation Criteria qualifies them to get out of the pool in the form of a referral to a well-matched job opportunity. The level of staff engagement for each of these pools is dependent upon center resources and local plans and investment strategies.

#### WORK READINESS CHECKLIST

Work readiness is the level of preparedness of an individual to pursue employment. Customers will be designated as work-ready once assessed by staff that they have: an active registration, a general résumé, application materials and information, addressed barriers to employment and basic needs, demonstrated softs skills, demonstrated interview skills, and networking/social media and basic



## WSO Operational Standards

computer skills appropriate for their career goals. Once customers are determined work ready, they may be included in the available talent pool for the center to be considered for job referrals. Local areas may format the checklist to fit local needs and may create additional criteria. However, at a minimum, all centers must verify the core criteria listed below utilizing the verification method indicated.

1. Registration: Staff verification that customer has an active registration through I-Trac/iMatchSkills.
2. General Résumé: Staff verifies customer has an adequate general résumé by reviewing a hard- copy of the résumé that can be customized for specific job referrals.
3. Application Information and Materials: In an interview with the customer, staff has inquired and verified through customer self-attestation that the customer has gathered and/or has access to the following information for use in completing job applications. Information and materials may include:
  - a. dates of employment,
  - b. reasons for leaving,
  - c. employer addresses and contact information,
  - d. references,
  - e. letters of recommendation,
  - f. certificates,
  - g. hard skills acquired,
  - h. iMatchSkills profile,
  - i. professional email address,
  - j. professional voice mail,
  - k. I-9 documentation
4. Barriers/Basic Needs Addressed: In an interview with the customer, staff has inquired and verified through customer self-attestation that the customer does not have any barriers to employment such as transportation, child care, or passing a drug test.
5. Soft Skills Demonstrated: In an interview with the customer, staff utilizes questions aligned with core workshop content in order to assess and verify that soft skills are demonstrated.
6. Interview Skills Demonstrated: In an interview with the customer, staff utilizes questions aligned with core workshop content in order to assess and verify that interview skills are demonstrated.
7. Networking/Social Media Skills: In an interview with the customer, staff utilizes questions aligned with core workshop content in order to assess and verify that the customer has networking/social media skills appropriate to his or her career goals.
8. Basic Computer Skills: In an interview with the customer, staff utilizes questions aligned with core workshop content in order to assess and verify that the customer has basic computer skills appropriate to his or her career goals.

### **SKILLS VALIDATION CRITERIA FOR EMPLOYER-DRIVEN REFERRAL**

Customers referred to employers as part of WSO recruitment activities will go through a process of skills validation. Customers who have been determined Work Ready will be further assessed to ensure they are appropriate for the specific job referral and have been validated against all employer expectations for the position.



## WSO Operational Standards

Local areas may format materials and checklists to fit local needs, and may add criteria those listed. However, at a minimum, all centers must validate the core criteria listed below utilizing the verification method indicated.

- Work Readiness Checklist: Staff verification that the customer has been determined work-ready and that a work-readiness checklist has been documented for the customer.
- Work History Checked and Verified: Work history as it relates to requirements of the position will be verified through customer interview, conversations, wage records, iMatchSkills, etc.
- Basic skills Demonstrated: Staff verifies, through customer self-attestation, that he or she holds a high school diploma, GED, or NCRC.
- Interview for Fit: An additional in-person interview is conducted to ensure fit for the position, if required or desired beyond the work-readiness checklist interview.
- Hard Skills: Staff will validate hard skills as requested by the employer for a position (licenses, certs, or other qualifications), and in a manner satisfactory to the employer (on résumé, hard copy certificate, transcript, hard skills test such as Prove It!, etc.)
- Targeted Résumé and Application Materials for the Position: Staff verification through review of hard-copy résumé and application materials customized to the position.



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### APPENDIX B: CORE TALENT DEVELOPMENT WORKSHOP CRITERIA

#### OVERVIEW

The WorkSource Oregon (WSO) Operational Standards require Talent Development services that can increase capacity for someone to learn and/or demonstrate work-related skills. While Talent Development may include online training and assessment resources, or staff-led workshops and instruction; there is a requirement that all centers will offer staff-assisted Talent Development Workshops to teach essential skills for work readiness including (at a minimum): Résumé Development, Basic Computer Skills, Interviewing Skills, Networking/Social Media, and Soft Skills.

Talent Development Workshops and activities will be required of participants assessed as lacking work readiness skills prior to receiving a staff referral for employment. Local areas will have processes in place to manage this expectation.

This document outlines the core (minimum) content areas for each of the required Talent Development Workshops. These content areas are high-level criteria to ensure that all centers in each local area address these core concepts as part of the required workshop(s), within a standardized framework and with standard definitions—where definitions are provided. Local areas may group content into different workshop headings, may choose not to use the term “workshop” to deliver the core content, and may develop and deliver additional content; however, the content elements listed below are required to be provided to customers—as defined—and in alignment with the local area investment strategy. For each of the workshop topics, students will learn

#### RÉSUMÉ DEVELOPMENT

1. Purpose of a Résumé: Customers will be provided instruction regarding the purpose of a résumé, defined here as: To sufficiently summarize skills, abilities and accomplishments that meet the qualifications of the position being recruited, in order for the applicant to secure an interview with the employer.
2. Types and Templates of Résumés: Customers will be provided instruction on various types of résumés including, at a minimum, functional/skills-based, chronological, and combination/hybrid résumés. Workshop content will include instruction on how and when to use each type of résumé.
3. Résumé Components: Customers will be provided instruction regarding the core components of a résumé, including both quantitative and qualitative information.
4. Tailoring a Résumé: Customers will learn how to tailor a general résumé to a job using industry-specific language, based on instruction of why and when each type/template of résumé is appropriate.
5. Formatting a Résumé: Customers will be exposed to tools for formatting the content and style of a résumé to ensure visual appeal.
6. Error-Free General Résumé: Upon completion of the workshop, customers will have an error-free general résumé that can be customized to specific jobs and recruitment activities.

### BASIC COMPUTER SKILLS

1. Log In and Out: Customers receive instruction on how to turn on and log into a computer; and sign off of and shut down a computer. Instruction includes the importance, use, and management of passwords.
2. Keyboard and Mouse Use: Customers will be provided with general concepts for keyboard and mouse operation required to navigate commonly-used applications for job search and development of job application materials.
3. Document Management: Customers will learn how to create a document in Microsoft Word (at a minimum). Customers will learn how to save a document, as well as how to access a saved document. Instruction will include saving and accessing files using various devices (hard drives, jump drives, discs, etc.).
4. Email: Customers will learn how to write and send an email, with and without attachments, and will be provided information regarding email etiquette both in terms of what is written in the body of an email and the appropriateness of email addresses. For customers without an email address, guidance will be provided on how to obtain an email address as well as how to access an email domain through a public computer.
5. Browser Navigation/Internet Search: Customers will be provided with information on what a browser is, how to access it, and how to navigate and utilize an internet search page(s).

### INTERVIEWING SKILLS

1. Interview Preparation/Research: Customers will be taught the importance of, and tools for, researching employers and preparing for a job interview.
2. Answering Interview Questions: Customers will be taught the difference between situational and behavioral questions, as well as how to answer them. They may be instructed using a variety of techniques, including the Situation-Task-Action-Result (STAR) approach. Customers will be instructed about which interview questions are illegal and how to respond to them, if asked.
3. Interview Etiquette: Customers will learn about the importance of appearance, hygiene, body language, timeliness, attitude, respect, appropriate follow-up, technology device etiquette, and professionalism as they relate to interview etiquette—what is and is not acceptable.
4. Practice: All customers will be given an opportunity to practice interviewing skills.

### NETWORKING/SOCIAL MEDIA

1. Networking Basics: Customers will learn to identify and access appropriate networking opportunities for themselves; including various approaches and tools for in-person, businesses, civic, and online networking forums.
2. Elevator Speech: Customers will learn about creating and articulating a personal brand.
3. Managing Online Profiles: Customers will learn about appropriate content of online profiles and social media, as well as appropriate usage of online forums.
4. Technology in Networking: Customers will be exposed to concepts of technology-based networking platforms, and how to use them; as well as useful resources and methods utilizing mobile devices.

### SOFT SKILLS



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1. Definition of Soft Skills and their Importance: Customers will learn about soft skills, defined here as: Personal qualities and attributes desired by employers, and that are also used outside the workplace. They do not depend on task-specific knowledge, as hard skills do, and are transferable to all workplace cultures.
2. Proactive Communication: Customers will be instructed on effective verbal and non-verbal communication tools to use with all “customers,” including co-workers, teammates, and supervisors. They will learn the importance, and elements of, collaboration including active listening, asking clarifying question, and responding /contributing when appropriate.
3. Initiative and Reliability: Customers will be taught the importance of not only being proactive, but following-through. They will learn that initiative is the ability to self-start, take ownership of assignments, and use problem solving skills to identify and address problems; and that reliability means exhibiting the dependability to meet responsibilities, and be punctual, as well as have consistency in quality of work. The definitions of these terms and why they are important will be taught.
4. Self-Management: Customers will learn how to identify the personal strengths and limitations of themselves and others. They will be taught the importance of meeting short and long-term goals, and managing personal emotions in the workplace. Instruction will include the concepts and importance of being adaptable to diverse settings, and the meaning and importance of integrity.



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### APPENDIX C: DEFINITIONS

**Alignment of Services:** Staff resources are allocated to support WSO operations and service delivery based on statewide standards, local delivery models and the overall resource pool available; regardless of funding source or employer of record. Through integration WSO staff works together as cross-agency teams, to provide seamlessly coordinated program services that meet the needs of customers and work together to achieve common outcomes.

**Basic Skills Deficient:** The individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

**Career Pathway:** a combination of rigorous and high-quality education, training, and other services that—aligns with the skill needs of industries in the economy; prepares an individual to be successful in any of a full range of secondary or postsecondary education options (including apprenticeships); includes counseling to support individuals in achieving their goals; includes, as appropriate, education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement to the extent practicable; and enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and helps an individual enter or advance within a specific occupation or occupational cluster.

**Career planning:** Defined in WOIA as the provision of a client-centered approach in the delivery of services, designed a) to prepare and coordinate comprehensive and individual employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and b) to provide job, education, and career counseling, as appropriate during program participation and after job placement.

**Certified Work Ready Communities:** By achieving targeted numbers of individuals earning a National Career Readiness Certificate and the number of businesses supporting it, Work Ready Community status can be obtained. It is an initiative that empowers states, regions and counties to drive economic growth, measure and close the skills gap, and build common frameworks that link, align and match their workforce development efforts.

**Co-location:** WIOA mandates that consistent with section 3(d) of the Wagner-Peyser Act (29 U.S.C. 49b(d)), and in order to improve service delivery, avoid duplication of services, and enhance coordination of services, including location of staff to ensure access to services in underserved areas, the Wagner-Peyser employment service offices shall be co-located with Title IB one-stop centers.

**Collaborative-Service System/Delivery:** A customer-centric approach that mobilizes team resources across its ecosystem of partners to ensure success in meeting a customer's needs.

**Continuity of Service:** This occurs when customers can effectively access WSO services, being provided the next value-added service necessary for their progression, without regard for which staff person provides the service, and with absence of great changes or interruptions.



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**Equal Opportunity (EO) Requirements:** All WSO services are subject to Equal Opportunity (EO) rules and regulations. Services must be available to participants without regard to their status in a protected class—gender, race/ethnicity, nationality, or religious belief.

**Incumbent Worker Training:** Training provided to eligible employers (determined by the local board) in order to assist workers in obtaining skills necessary to retain employment or avert layoffs.

**Individual Employment Plan (IEP):** A written IEP must be developed for each participant accessing Training Services and must include: clear employment goals, demonstration that selected training is directly linked to employment opportunities in the local area or in an area to which a participant is willing to relocate, timelines attached to the set goals, and a budget that has accurate and clear costs and funding sources for the planned training activities and related costs that support successful completion of training.

**Individual Training Account (ITA):** An ITA is intended to provide opportunities for adults and dislocated workers to gain and sustain skills necessary to keep them employed and competitive in the job market by establishing an account to finance training services for eligible participants.

**Individual with Barrier to Employment:** A member of one or more of the following populations: displaced homemakers; low-income individuals, Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166 of WIOA; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))); youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers, as defined in section 167(i); individuals within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.); single parents (including single pregnant women); long-term unemployed individuals; and such other groups as the Governor involved determines to have barriers to employment.

**JOBS Plus Program:** A subsidized work program administered by the State of Oregon, Department of Human Services. Individuals receiving Temporary Assistance for Needy Families (TANF) can be placed with private or public employers and receive a subsidy for wages paid. Employers are reimbursed by DHS at the Oregon minimum wage plus employer wage taxes and workers' compensation costs.

**Labor Exchange Services:** Job search and placement assistance, and in appropriate cases, career counseling, including—provision of information on in-demand industry sectors and occupations; and provision of information on non-traditional employment.

**Labor Market Information (LMI):** Data available on a particular labor market, including geographic and industry employment and unemployment estimates, occupational employment projections, wage information, and industrial average hours and earnings data.



## WSO Operational Standards

**National Career Readiness Certificate:** It is an assessment of work-related skills developed by the premier testing and assessment organization in the U.S., ACT. An individual wanting to earn an NCRC takes a proctored assessment of essential skills (Reading for Information, Applied Mathematics and Locating Information). As a result of the assessment, a level Bronze, Silver, Gold or Platinum certificate is earned.

**Non-traditional Employment:** The term Non-traditional Careers refers to jobs that have been traditionally filled by one gender. The US Department of Labor defines Non-traditional Occupations as occupations for which individuals from one gender comprise less than 25% of the individuals employed in each such occupation.

**On-The-Job Training (OJT):** A hire-first program offered through WSO that results in training of a paid participant by an employer while engaged in productive work. The trainee is employed by the company that provides the training. OJT is not subsidized employment. Payments are made to employers to compensate them for the extraordinary costs associated with training participants and lower productivity of the participants during the training period.

**One-Stop Center:** Locations, referred to as American Jobs Centers in the law, designed to provide a full range of assistance to job seekers business under one roof. They have an array of mandated services and federally-required delivery partners. The one-stop system in Oregon is branded as WorkSource Oregon.

**Oregon Workforce Investment Board (OWIB):** The board is comprised of the Governor (or his representative) and a majority of representatives from the private sector, as well as representatives of public agencies with a role in workforce development and education, representatives of labor, local elected officials, and representatives of community-based organizations. The Board is tasked with developing a single, unified state plan for the statewide workforce investment system and assisting the Governor in developing Oregon's workforce system, recommending the duties and responsibilities of state agencies in implementing federal workforce regulations.

**Oregon Workforce Partnership (OWP):** A non-partisan, private/public, statewide association committed to building a more highly skilled workforce to support and expand Oregon's economy. OWP members are Oregon's Local Workforce Boards who invest their resources to better align economic, education and training systems based on the needs of our businesses and communities.

**Preferred Worker Program (PWP):** Encourages the re-employment of qualified Oregon workers who have permanent disabilities from on-the-job injuries and who are not able to return to their regular employment because of those injuries. The employer receives 50 percent wage subsidy reimbursement for the preferred worker for six months.

**Progressive Assessment:** Each engagement with a customer results in the gathering of information. This information is utilized by staff to progressively assess customers' service needs and priorities on an



## WSO Operational Standards

ongoing basis, and to guide them toward next steps. Progressive assessment is an important part of the continuity of service in the WSO customer-centered system.

**Registered Apprenticeship (RA):** RA is a unique, flexible training system that combines job-related technical instruction with structured on-the-job learning experiences. Registered Apprenticeship is highly active in traditional industries such as construction and manufacturing, but it is also instrumental in the training and development of emerging industries such as healthcare, energy, and homeland security. Related instruction, technical training or other certified training is provided by apprenticeship training centers, technical schools, community colleges, and/or institutions employing distance and computer-based learning approaches.

**Sector Strategies:** Industry sector is a term used widely in workforce development. These strategies are partnerships of employers within one industry that bring government, education, training, economic development, labor, and community organizations together to focus on the workforce needs of an industry within a regional labor market.

**Skill Development:** Structured, written instruction provided to address technical skills gaps, develop new technical skills and advance toward attainment of industry-recognized and post-secondary credentials. Skills development training may be online or in-person, and is provided by approved providers.

**Skills Validation:** Customers referred to employers as part of WSO recruitment activities will go through a process of skills validation. Customers who have been determined Work Ready will be further assessed to ensure they are appropriate for the specific job referral and have been validated against all employer expectations for the position, including required work history, hard skills, certifications and licenses, and basic skills.

**Talent Development:** Talent Development increases capacity for someone to learn and/or demonstrate work-related skills. It may include online training and assessment resources, or staff-led workshops and instruction.

**Value-Added Service:** A component of a production philosophy called *lean* that considers the expenditure of resources in any aspect other than the direct creation of value for the end customer to be wasteful, and thus a target for elimination. Value-added service is the contribution of any action or process that a customer would be willing to pay for.

**Work Opportunity Tax Credit (WOTC):** A Federal tax credit available to employers who hire veterans and individuals from other eligible target groups with significant barriers to employment.

**Work Readiness:** The level of preparedness of an individual to pursue employment. Customers will be designated as Work Ready once assessed by staff that they have: a general resume, demonstrated soft skills, demonstrated interview skills, addressed barriers to employment, acquired necessary application information and materials, networking/social media and basic computer skills appropriate for their



## WSO Operational Standards

career goals. Once customers are determined Work Ready, they may be included in the available talent pool for the center to be considered for job referrals.

**Workforce Preparation Activities:** Title II Adult Education defines these as activities, programs, or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education or training or employment.

**WorkSource Oregon (WSO):** A statewide network of public and private partners working together to ensure businesses have a ready supply of trained workers whose skills and talents are aligned with the expectations and needs of business and industry; connect businesses with the resources they need to grow their workforce and their business; and provide the resources to help Oregon's employed, unemployed and underemployed get connected with the employers that are right for them, find the jobs they're looking for and get trained for jobs they want.



## WSO Operational Standards

### ATTACHMENT A-TOOLS AND RESOURCES

#### EXPLORATORY SERVICES

- Community resource lists
- Next Steps document
- Online Job Seeker Resources
- (<http://www.worksourceoregon.org/job-seekers/additional-resources>)
- Qualityinfo.org

#### CAREER SERVICES

##### Career planning

- Community College websites
- Career Pathways
- Community resource list/referral
- Industry Trade Journals
- Prosperity Planner
- Self-Sufficiency Calculator

##### Assessment

- Oregon CIS
- WIN Way Software
- Interest assessment
- Labor market assessment
- Skill assessment
- Financial review
- Training Plan

##### IEP

- Budget Worksheet
- Assessment Data (see Assessment above)

##### Job search

- CAREERS Publication
- Industry Trade Journals
- Informational Interviews
- Online Job Boards
- Online Job Seeker Resources
- (<http://www.worksourceoregon.org/job-seekers/additional-resources>)

##### Skill validation

- Accuvision
- Prove It
- Job Fit
- Talent Link
- STARR
- Oregon CIS



## WSO Operational Standards

- WIN Way Software

### Career Placement

- Assessment/Skill Validation Information
- Job Development Tools

### TRAINING SERVICES

- WIN courseware
- Workshops
- Classroom and Individual Instruction
- ABS/ABE
- ESL
- Short term pre-vocational training
- Financial Resources
- Federal Financial Aid (FAFSA) (Pell Grants, Loans, Oregon Need Grants, Scholarships, Military/Veterans)
- TANF (Program info and referral based on federal/program requirements)
- TRA (Program info and referral based on federal/program requirements)
- Apprenticeship (Information and referral, Program requirements)
- Other Scholarships (Links to college-specific aid, Information and referral)
- Group/Cohort Training--(Short-term courses (40 hours or less in length) that provide career exploration and skill development in a specific occupation. May follow local high growth/high demand industry need(s).)
- Accuvision

### BUSINESS SERVICES

- Customized business/employer packets
- Job Fairs
- Job Placement Internships
- Layoff Aversion
- Mini Recruitment Events
- Offer/Arrange interview space (Varies by local area)
- Oregon Employer Council Trainings (for businesses)
- QualityInfo.org
- Recruitment events
- Regional Economists
- Screen the WSO talent pool

**Electronic Tools Guide:** TEN 25-14 - *CareerOneStop Updates* has been added to the ETA Advisory database and is now available at [http://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=8445](http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8445).



Supplying Qualified  
Workers to meet  
Business Demand

# Oregon's Public Workforce System

