Recommendations on Workforce System needs

Sourced from: HHEWD committee hearing on 2/14/2017; WSET and Oregon Workforce Partnership recommendations to Governor Brown; Rep. Reardon Advisory group members

Key: "WSET" = Workforce System Executive Team (HECC, OED, CFB, DHS)
"OWP" = Oregon Workforce Partnership, composed of the 9 LWBs
"Adv" = Rep. Reardon's advisory group members

Workforce Structure

- Need a statewide approach to effective, integrated workforce development (Adv, WSET, OWP). *"Right now we're in a cloud – blindly making uncoordinated decisions that aren't based on sound information."*

  - Consider OWIB for this statewide function: re-define / expand mission and give authority (Adv)

  - Need statewide strategic planner, convener, and coordinating body, that has a primary role connecting workforce education / training with employer needs (Adv)

  - Identify which occupations have demonstrated demand, and expand Registered Apprenticeships, training & education degree and certificate programs in those sectors and occupations. Support employers, local boards, and community colleges to implement (BOLI, OWP, Adv)

  - Identify current business landscape / needs as well as emerging industries, and industries that may develop in the next 5, 10, 20 years. Plan and train for those opportunities now (Adv)

  - Coordinate issue groups in a statewide framework (e.g. apprenticeship, veterans, abused women, etc.)

  - Responsible for identifying all players: service delivery, funding, policy (Adv)

  - Help minimize communication vacuum between agency silos

  - Put the work of the Talent Council under OWIB umbrella; retain sector-focus (Adv)

  - Why are public post-secondary institution staff not part of WFB?

  - Develop a common return on investment methodology that is consistent across workforce system programs to enable like comparisons for prioritization and investment decisions (WSET)

- Expand leadership table to include Business Oregon and other key agencies that support businesses (WSET)

- Relationship needed between BOLI Apprenticeship and Training Division (ATD) and workforce partners; cross-train apprenticeship and WorkSource Oregon staff (BOLI)

- Use WorkSource sector strategies and employer engagement capacity to assist employers in developing structured work-based learning and apprenticeship programs (BOLI)

- Hold Local Workforce Development Boards accountable for increasing resources to strategies such as occupational skill development, sector partnerships, On-the-Job Training, Registered Apprenticeship, and other work-based learning models (WSET)

- OED and Worksource centers should be helping applicants figure out where to go to increase their skills if they don't meet certain requirements for jobs (e.g. math skills) (Adv)

Connection between Workforce Education / Training & Employer Needs

- Work-skills training & work experiences need to be better integrated into K-12 curriculum (OWP, Adv)

- Invest in training capacity, because can't fill key industry jobs and there's not enough capacity in training programs that certify workers (OWP)

- Align industry credentials to K-20 curriculum to create stronger career pathways (OWP)

- Increase ease by which community colleges can develop and implement certificate programs to meet business demands. Agency policy restrictions currently unintentionally impede the development of these programs, which limits local areas' abilities to respond to local workforce needs (OWP)

- High school counselors: should they be school employees or OED employees? Should they have sector-specific expertise and travel school-to-school? (Adv)

- Develop Continuing Education (CE) credits and credit requirements for counselors and teachers that are business-focused (Adv)

- Need for CTE in middle schools again (Adv)

BARRIERS: Connection between Workforce Education / Training & Employer Needs

- Curriculum and student pathways are not sufficiently aligned with sector strategy industry needs
- Lack of coordination between workforce education / training and employer needs
- Institutional inertia to change – it takes a lot of work to align high school and college/post-secondary curricula, and K-20 educational curricula and industry recognized credentials
- Agency missions, cultures and/or mindset. Education entities are not really workforce-driven.

Coordinating Employer Engagement

- Enhance Local Workforce Boards' capacity to convene stakeholders, and build Talent Pipeline & link to sector industries (OWP)

- Use "Oregon Connections" platform, and create a one-stop, streamlined system for employer engagement (OWP)

- Coordinate employer engagement efforts (Adv)

> **BARRIERS: Coordinating Employer Engagement**
>
> - Multiple schools and agencies are knocking on employers' doors
> - More students & career seekers want employer connections than there are employers and slots
> - Every school's STEM or CTE program is its own silo seeking advisory members
> - Employers are overwhelmed with requests and want a one-stop, streamlined system

Data Systems & Sharing

- Conduct a comprehensive review of existing data and reporting systems across programs to identify and resolve incompatibility or gaps (WSET)

- Finish building "Data Warehouse" (many pieces already in process), and invest in analytic capacity to do data mining, generate longitudinal data, etc. (OWP)

- Empanel & empower a new OWIB taskforce to recommend ways for state agencies to partner with LWBs to expedite streamlining & development of an integrated IT system for workforce (OWP)

- Review, improve and standardize data sharing agreements across agencies and programs (WSET, BOLI)

- Assure that intersections among data and technology systems are considered as agencies modernize their systems (WSET)

- Expand capacity to analyze data and inform policy decisions (WSET)

- Increasing data sharing capacities between agencies (data and referral processes) to better integrate registered apprenticeship as a key component of state workforce strategies (OWP)

> **BARRIERS: Data Systems & Sharing**
>
> - Cannot identify shared customers (unless they voluntarily disclose they're being served by another workforce program)
> - PRISM doesn't yet report for all core WIOA partners
> - Institutional processes for technology development within state agencies prevent us from being responsive as a system, and getting data systems modified to support our work in a timely manner

Lack of Work Readiness Skills & Resources for Youth

- Need state-funded programs for summer youth employment (OWP)

- Work-skills training & work experiences need to be better integrated into K-12 curriculum (OWP)

- Help young people identify their aptitudes and interests (e.g. ASVAB military test). Exposure to career pathways needed at earlier ages (Adv)

BARRIERS: Lack of Work Readiness Skills & Resources for Youth

- Many individuals lack work readiness & soft skills as adults
- Many youth ages 16-24 not attached to either school or work
- Young people in rural Oregon have less access to work

System Funding Issues

- Need additional state funding to maintain and/or increase service, and support sector work (OWP)

- Engage federal funding agencies to increase flexibility in program and eligibility requirements that would optimize serving Oregonians including strategic waivers (WSET)

- Agencies are very successful in discretionary funding opportunities, but complex legislative, fiscal and data systems create lags in getting funds to Oregonians quickly (WSET)

- Investments in vocational preparatory activities have not included requirements to work across programs-agencies. This creates a gap between secondary and postsecondary levels of career and technical education to better prepare Oregonians for the workforce (WSET)

- Provide employers, local boards and community colleges support to expand Registered Apprenticeships in any occupation with demonstrated demand (BOLI)

BARRIERS: System Funding Issues

- Proposed federal cuts could eliminate all WIOA funding for many workforce programs
- State funds could be at risk due to $1.8 billion projected deficit
- Current Worksource Oregon funding meets only 2% of the training need

Lack of Affordable Housing & Affordable Childcare

Strategy Notes:

- Strategize how to get conversation about this structure change need going in the public – op eds drumbeat about needing to re-think the way we connect young people's education to work (Adv)

- Use budget process to drive policy: Interim project to figure out where all the money flows in the silos of the current system. There is no current price-tag for the workforce system, way to see funding stream duplications, or way to know what Oregonians are getting for the total dollar amount (Adv)

Other Noted System Barriers:

- Lack of high level communication of the vision of a unified, solution-based model that is implemented consistently by all workforce system partners (WSET)

- Program-focused, rather than customer focused structures are a barrier to ensuring customers are served holistically regardless of funding stream or program (WSET)

- Outdated technology systems create a barrier to collect, share and analyze detailed outcomes of our collective investments. Uniformity of collected data elements and a common, accessible repository for the data is critical (WSET)

- Non-standardized data sharing agreements across agencies and programs make collaboration more challenging (WSET)

- Federal requirements, restrictions, and definitions can prohibit the most efficient use of dollars and flexibility to focus on targeted populations (WSET)

- Performance mandates are negotiated by each federal funding agency, creating inconsistent goals for each program and furthering challenges to our system approach to serving Oregonians (WSET)

- Lack of knowledge or understanding of registered apprenticeship by employers and the workforce system (BOLI)

- Insufficient data sharing capacity (BOLI)

- Underdeveloped connectivity between registered apprenticeship and career pathways and sector strategies (BOLI)