



Because Work Matters

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The Portland Metro Workforce Development Board

Governing Board

Roy Rogers

Washington County Commissioner

Governing Board Chair

Lori Stegman

Multnomah County Commissioner

Carmen Rubio

City of Portland Commissioner

Officers

James Paulson

Board Chair

Travis Stovall

Board Vice-Chair

Andrew McGough

Executive Director

Worksystems, Inc.

1618 SW 1st Ave., Suite 450

Portland, OR 97201

503.478.7300

www.worksystems.org

Welcome to Worksystems, the Portland Metro Workforce Development Board

Worksystems, the Portland Metro Workforce Development Board (WDB), is a 501 (c) 3 not-for profit organization that pursues and invests resources to improve the quality of the workforce in the City of Portland, Multnomah and Washington counties. Worksystems is a unique public/private partnership that brings together local elected officials, private sector leaders, public agencies, education, labor, and community-based organizations to understand and address regional workforce challenges and related community issues. Our mission is to *“coordinate a regional workforce system that supports individual prosperity and business competitiveness.”*

By design, Worksystems does not deliver direct services to job seekers or workers. Rather, we serve as a strategic convener, coordinator, investor, and broker to maximize regional resources and promote the most efficient, effective public workforce development system. In support of our mission and role, Worksystems:

- Develops and implements the region’s strategic workforce plan.
- Coordinates and oversees the local public workforce service delivery system - WorkSource Portland Metro.
- Develops solutions to meet local job seeker and employer needs.
- Invests in education, community-based and industry partners to improve the quality of the region’s workforce.
- Pursues resources to support, expand and enable best practices.
- Builds linkages between regional governments, business, labor, education, and other leaders to enhance regional workforce, education and related policies, programs, and services.
- Facilitates ways to rapidly identify critical workforce issues and implement innovative solutions.
- Conducts and disseminates workforce related research.
- Coordinates industry input and feedback.
- Aligns workforce development activities with regional business, economic development, and education strategies.
- Evaluates program quality and outcomes.

There is no one-size-fits-all approach to building and sustaining the skilled workforce necessary to support a thriving community. It takes broad partnerships, creative thinking, smart policies, and innovative solutions tailored to the specific workforce needs of people and businesses.

In this economy, every dollar counts. We pursue and manage resources to fund programs and build partnerships that help get and keep people working. We maximize our investments to build a workforce that meets the needs of key industry sectors and creates opportunity for those who need it most. To that end, we are especially focused on ensuring low-income and other underserved populations, including those receiving public assistance, those with low basic skills, and communities of color have the skills and opportunities they need to fill emerging quality jobs. We are committed to building a public workforce system that is accessible and effective for all.

Our strongest asset is our network of partners. We bring together employers, labor groups, government, community colleges, high schools, community-based and economic development organizations, creating a network of collaborators you can’t find anywhere else. By working together, our economy grows, our pool of homegrown talent grows, and our competitive edge grows.

Board Appointments and Meeting Schedule

All WDB nominations, reappointments and new appointments are made by the Governing Board as described by the Consortium Agreement. Nominations, reappointments, and appointments shall be made in accordance with WIOA regulations and State Policy. Board members are appointed for three-year terms. It is the intent of the Governing Board to ensure the membership of the Workforce Development Board reflects the diversity of the region, the communities we serve and the justice, equity, diversity, and inclusive values we support.

Successful workforce board members:

- Bring their expertise and knowledge to the table
- Communicate the board's purpose to the community at large
- Focus on strategic planning and setting goals and direction
- Stay abreast of local labor market and economic conditions; know emerging employer trends and important skill development needs
- Make informed decisions
- Actively participate and serve on task groups
- Attend meetings on a regular basis

The Portland Metro Workforce Development Board meets once a quarter—January, April, July, and October. The meetings are held on the second Friday of the month from 7:30 a.m.—9:30 a.m. Meeting notices are sent out at least one week prior to each meeting.

There are multiple opportunities for Board members to engage beyond the quarterly Board meetings. The organization has three standing sub-committees and initiative-based task groups. Please check with staff if you're interested in learning more about sub-committee or task group opportunities.

Check out the “About Us” section on our [website](#) for more information about the Board and related documents.

Staff

Andrew McGough
Executive Director
503.478.7371 / 503.984.0401 (m)
amcgough@worksystems.org

Jenny Weller
Office Manager
503.478.7366
jweller@worksystems.org

The Portland Metro Workforce Development Board

Worksystems is authorized under the Federal Workforce Innovation and Opportunity Act of 2014 (WIOA) and is certified by the Governor to represent the region. The Mayor of the City of Portland and the Chairs of Multnomah and Washington Counties each assign an elected representative to oversee and serve on the Worksystems' Board of Directors. The local elected officials appoint Worksystems Board members in accordance with WIOA Section 107 (b), the Governor, and the 2016 Amended Consortium Agreement.

The elected representatives also negotiate the Consortium Agreement that establishes the relationship between the 3 primary jurisdictions and Worksystems. This intergovernmental agreement designates Worksystems as the area's grant recipient and fiscal agent for certain federal and state workforce resources. The agreement also establishes Worksystems as the agency responsible for aligning, investing, and leveraging funds to coordinate the development of the region's public workforce system and to evaluate and share the results. Worksystems is the only organization in the region designated to perform these functions.

GOVERNING BOARD

Purpose:

- Negotiate the Consortium Agreement
- Approve and oversee the Regional Workforce Plan
- Appoint WDB Members
- Serve as liaison to City Council, County Commissions and other relevant groups

Members:

City of Portland Commissioner, Carmen Rubio
Multnomah County Commissioner, Susheela Jayapal
Washington County Commissioner, Roy Rogers

WORKSYSTEMS, THE PORTLAND METRO WORKFORCE DEVELOPMENT BOARD

Purpose:

- Implement the Regional Workforce Plan.
- Coordinate and oversee the region's public workforce system—WorkSource Portland Metro
- Receive and administer regional Workforce Innovation and Opportunity Act and
- State workforce resources.

Roles & Responsibilities of the Board

Both the State and federal law (WIOA) articulate expectations for the local Workforce Development Board and its members. Following is a summary of those roles and responsibilities:

State Expectations

“The path forward requires bold partnerships among business, government, labor and the nonprofit sector. Oregon’s State and Local Workforce Investment Boards, which are organized as business-led partnerships, provide a “convening table” for labor, economic development, elected officials, education, workforce development and human service providers to create community-based solutions to today’s and tomorrow’s workforce challenges.” – Governor John Kitzhaber, 2015

Local Workforce Development Boards must assure:

- Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs.
- Employers have the skilled workforce they need to remain competitive and contribute to local prosperity.
- The workforce system is aligned, provides integrated services, and makes efficient and effective use of resources to achieve better outcomes for businesses and job seekers.

This Executive Order also charges those state agencies that administer workforce programs to work with the State and Local Workforce Development Boards to align Oregon’s workforce system considering reduced resources and the changing economy.

To that end, since June 30, 2015, all Local Workforce Development Boards have become neutral, independent brokers of workforce services, purchasing services from those equipped to deliver the best possible results.

In addition, Local Workforce Development Boards are required to:

- Better direct public workforce investments at the state and local level for talent development, job creation, income progression, business competitiveness, integrated service delivery and expanded opportunities for citizen prosperity;
- Use labor market intelligence to better align economic development, education and training, and workforce development investments and services for job seekers and businesses to efficiently address local labor market needs and statewide priorities;
- Expand private-public partnerships with an integrated workforce system to better meet the needs of communities and create solutions to address tomorrow’s workforce challenges;
- Partner with Regional Solutions Committees to identify and leverage opportunities to expand job creation and incent job growth; and
- Be accountable for workforce system outcomes.

Federal Requirements

Workforce Innovation and Opportunity Act (WIOA)

In addition to the State expectations, WIOA assigns the following roles and responsibilities:

- Develop the Local Workforce Plan.
- Conduct Workforce Research and Regional Labor Market analysis.
- Convene, broker, leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective strategies (sectors), and ensure workforce investments support the needs of employers.
- Lead efforts to develop and implement Career Pathways.
- Identify and promote proven and promising practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources.
- Negotiate local performance measures.
- Select system operators and providers.
- Identify eligible providers of training and career services.
- Coordinate the delivery of core WIOA programs through the one-stop system, known regionally as WorkSource Portland Metro.

Federal and State Connections

As a member of the Portland Metro Workforce Development Board, you are joining a national network of approximately 500 local Workforce Boards with more than 12,000 business members.

Federal Law

Workforce Innovation & Opportunity Act (WIOA)

On July 30, 2014, Congress passed the Workforce Innovation and Opportunity Act (WIOA) to replace the Workforce Investment Act. The enactment of the WIOA seeks to revitalize and transform the public workforce system so that it reflects the realities of the 21st century economy and meets the need of jobseekers, workers, and employers. WIOA affects more than a dozen programs receiving \$10 billion in annual training and education funding and programs that serve approximately 20 million Americans each year.

To learn more about the Federal system, go to: <https://www.dol.gov/agencies/eta/wioa>

The vision for WIOA and the Workforce System is spelled out by the Assistant Secretary of Labor as follows: WIOA, which supersedes the Workforce Investment Act of 1998, presents an extraordinary opportunity to improve job and career options for our nation's workers and jobseekers through an integrated, job-driven public workforce system that links diverse talent to businesses. It supports the development of strong, vibrant regional economies where businesses thrive, and people want to live and work.

This revitalized workforce system will be characterized by three critical hallmarks of excellence:

- The needs of business and workers drive workforce solutions:
- One-Stop Centers (WorkSource Portland Metro Centers, locally) provide excellent customer service to jobseekers and employers and focus on continuous improvement.
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

Across the system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data driven decision making.

- a) **The Needs of Businesses and Workers Drive Workforce Solutions:** Businesses inform and guide the workforce system and access skilled talent as they shape regional workforce investments and build a pipeline of skilled workers. This engagement includes leadership in the workforce system and active participation in the development and provision of education and training, work-based learning, career pathways, and industry sector partnerships. Jobseekers and workers, including those individuals with barriers to employment, such as individuals with disabilities, have the information and guidance to make informed decisions about training and careers, as well as access to the education, training, and support services they need to compete in current and future labor markets.

- b) **One-Stop Centers (WorkSource Portland Metro) Provide Excellent Customer Service to Jobseekers, Workers and Employers and Focus on Continuous Improvement:** One-Stop Centers and partners provide jobseekers, including individuals with barriers to employment, such as individuals with disabilities, with the skills and credentials necessary to secure and advance in employment with family-sustaining wages. Additionally, One-Stop Centers enable employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce. Further, rigorous evaluations support continuous improvement of One-Stop Centers by identifying which strategies work better for different populations; states, local areas, and training providers remain accountable for performance; high-quality, integrated data informs policy maker, employer and jobseeker decision making; and training providers are accountable for performance.
- c) **The Workforce System Supports Strong Regional Economies:** Meeting workforce needs is critical to economic growth. State and local workforce development boards align education and training investments to regional civic and economic growth strategies, ensuring that all jobseekers and businesses can access pathways to prosperity.

State Structure

The Oregon Workforce and Talent Development Board (WTDB)

The Oregon Workforce Talent & Development Board (WTDB) is the overall advisory board to the Governor on workforce matters, including developing a strategic plan for Oregon's Workforce Development System. Appointed by the Governor, the WTDB is made up of leaders representing private business, labor, local workforce development boards community-based organizations, the legislature, local government, and state agencies. The majority of the board represent business.

The Oregon Workforce and Talent Development Board's (WTDB's) **vision** is equitable prosperity for all Oregonians. To realize this vision, the WTDB advances Oregon through meaningful work, training, and education by empowering people and employers. The WTDB:

- Leads and communicates a long-term vision for Oregon that anticipates and acts on future workforce needs;
- Advises the Governor and the legislature on workforce policy and plans;
- Aligns public workforce policy, resources, and services with employers, education, training and economic development;
- Identifies barriers, providing solutions, and avoiding duplication of services;
- Promotes accountability among public workforce partners; and
- Shares best practices and innovative solutions that are scalable statewide and across multiple regions.

The State Plan

One of the primary duties of the WTDB is to assist the Governor by developing a strategic plan for Oregon's workforce development system. This system provides a wealth of services including job placement and training for youth and adults, employment-related services for veterans, people with disabilities, migrant farm workers, limited English speakers and other Oregonians in need of special assistance. The system also serves employers by providing job listings and qualified applicants, as well as testing, screening, and labor market information.

Essential to both vision and mission, the WTDB developed five strategic plan Imperatives for their work and to be communicated to state and local partners and stakeholders. These are:

1. Create a culture of equitable prosperity;
2. Increase understanding and utilization of the workforce system;
3. Identify and align strategic investments;
4. Position Oregon as a national leader; and
5. Create a Board culture that is resilient and adaptable and flexible to a changing economy.

You can access the State Plan at: <https://www.oregon.gov/workforceboard/about/Pages/About-Us-Home.aspx>

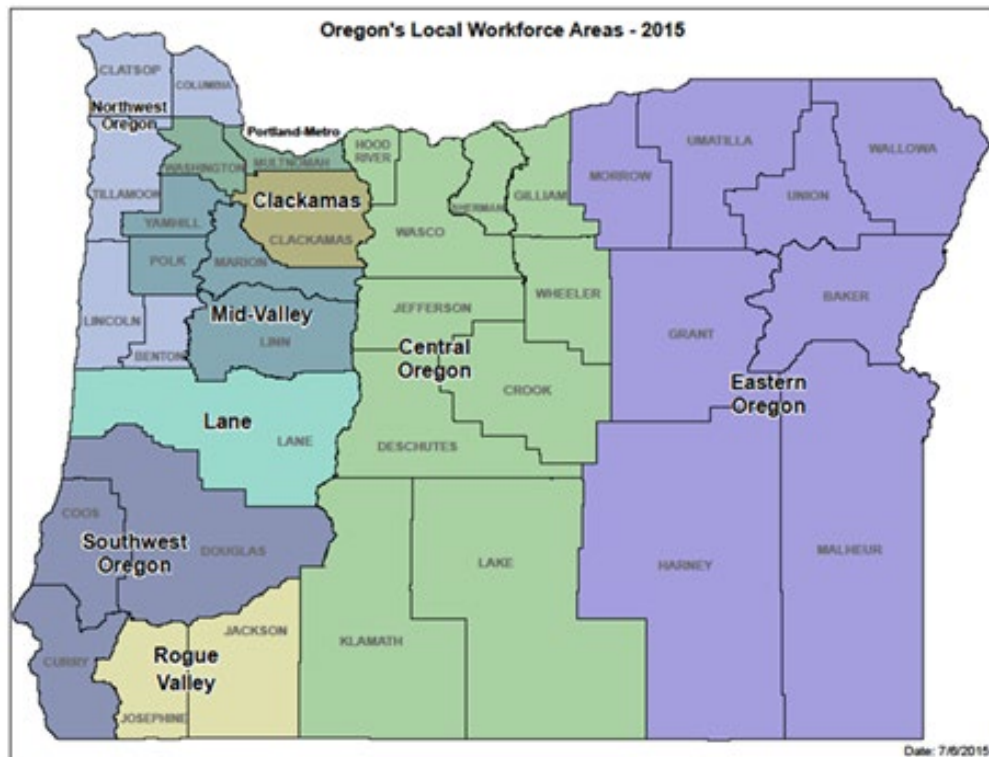


Oregon Workforce and Talent Development Board (WTDB) 2020-2022 Strategic Plan

Vision	Mission	Position	Values	Reputation
<p>Equitable prosperity for all Oregonians</p>	<p>Advance Oregon through meaningful work, training, and education by empowering people and employers</p>	<p>The Oregon Workforce and Talent Development Board (WTDB) enables meaningful work for all Oregonians by:</p> <ul style="list-style-type: none"> • Leading and communicating a long-term vision for Oregon that anticipates and acts on future workforce needs; • Advising the Governor and the legislature on workforce policy and plans; • Aligning public work force policy, resources, and services with employers, education, training and economic development; • Identifying barriers, providing solutions, and avoiding duplication of services; • Promoting accountability among public workforce partners; and • Sharing best practices and innovative solutions that are scalable statewide and across multiple regions 	<ul style="list-style-type: none"> • Inclusive – We invite and represent all voices to strengthen our workforce system • Collaborative – We proactively engage all stakeholders as a hub for consensus-building • Bold – We courageously take risks to influence and persuade action 	<ul style="list-style-type: none"> • National leaders – We are innovative role models who set and share best practices • Connectors – We bring all stakeholders together to solve our most pressing challenges • Connectors – We anticipate and respond to all of Oregon's communities (tribal, rural, urban, and others) • Results – We connect our initiatives to outcomes • Accountable – We communicate transparently with easy to understand and agreed upon metrics
Imperatives		Objectives	Initiatives	
<p>Create a culture of equitable prosperity</p>		<ul style="list-style-type: none"> • Increase participation in all public work force programs • Increase upward mobility including true wage 	<ul style="list-style-type: none"> • Identify and provide resources to organizations that are already successfully moving underrepresented groups into the work force • Create a true wage calculator indexed by region • Utilize disaggregated data to drive policy decisions and improve impactful results • Develop a plan to increase problem-solving and critical thinking skills in response to the Oregon Talent Assessment 	
<p>Increase understanding and utilization of the system</p>		<ul style="list-style-type: none"> • Increase user awareness (individual, employer, stakeholder/organization, and local board) • Increase utilization by workers and employers 	<ul style="list-style-type: none"> • Update the definition of the "system" to better reflect current and future needs • Coordinate, streamline and build awareness of workforce system so job seekers and employers find what they need more efficiently • Establish baseline data and develop benchmarks for better results and accountability • Deepen engagement and improve consistency with local workforce boards' initiatives 	
<p>Position Oregon as a national leader</p>		<ul style="list-style-type: none"> • Increase number of speaking engagements at national conferences • Increase state-wide convening meetings • Increase progress toward achieving Adult Attainment Goal 	<ul style="list-style-type: none"> • Expand statewide convenings to include more targeted follow-up and sharing of best practices that promote action • Increase engagement with other boards including HECC and the Board of Education • Create and recognize industry-driven certifications, including essential employability skills • Improve communication strategies with federal legislators and partners on American Rescue Plan Act, WIOA reauthorization, Short-Term Pell, DHS, Second Chance Pell, National Skills Coalition, Jobs for the Future and others 	
<p>Identify and align strategic investments</p>		<ul style="list-style-type: none"> • Increase public-private partnerships • Increase funding 	<ul style="list-style-type: none"> • Identify resources available in the system, including those that support underrepresented populations, and align for greater results • Align K-12, community colleges, universities, work force, and employers with legislative strategy/changes, including essential employability skills • Develop Legislative and Executive Branch Strategies and Plans including priorities and funding focus 	
<p>Create a Board culture that is resilient, and adaptable and flexible to a changing economy</p>		<ul style="list-style-type: none"> • Increase Board participation in meetings • Increase Board engagement 	<ul style="list-style-type: none"> • Align Board structure, including existing committees and future task forces with strategic plan • Coordinate WTDB members and Local Board members to foster relationships, increase system knowledge and improve outcomes for our customers 	

Local Workforce Areas

Another function of the WTDB, in cooperation with the Governor and local elected officials, is to designate local workforce areas. In 2015, the WTDB designated the following nine Oregon Workforce areas:



[Clackamas Workforce Partnership](#) (Clackamas County)

[East Cascades Works](#) (Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Lake, Sherman, Wasco, and Wheeler counties)

[Eastern Oregon Workforce Investment Board](#) (Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Walla Walla counties)

[Lane Workforce Partnership](#) (Lane County)

[Northwest Oregon Workforce Investment Board](#) (Benton, Clatsop, Columbia, Lincoln, and Tillamook counties)

[Rogue Workforce Partnership](#) (Jackson and Josephine counties)

[Southwestern Oregon Workforce Investment Board](#) (Curry, Coos, and Douglas counties)

[Willamette Workforce Partnership](#) (Linn, Marion, Polk, and Yamhill counties)

[Worksystems](#), the Portland Metro Workforce Development Board (City of Portland, Multnomah & Washington Counties)

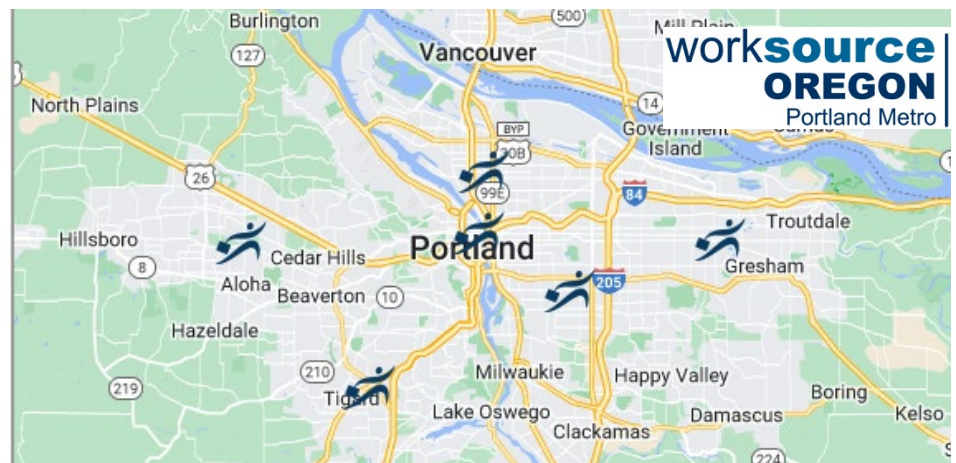
The Public Workforce System—WorkSource Portland Metro



Worksystems convenes partners, designs programs, coordinates services, and invests funds to help job seekers acquire the skills they need to support themselves and to meet the staffing needs of regional industry. The region's public workforce development system - WorkSource Portland Metro (WSPM) - serves as our primary investment vehicle and we provide oversight to ensure the highest quality services.

Five WorkSource Portland Metro centers serve over 70,000 Adults and Dislocated Workers annually, including three centers in Multnomah County and two in Washington County. Staff from multiple organizations are co-located at every center, delivering an array of services consistent with the WorkSource Oregon Standards. Worksystems has identified Manufacturing, Healthcare, IT/ Software and Construction as target sectors. Services available at all centers include:

- Career Exploration
- Employment Referral Services
- GED and Adult Basic Education
- Interview Workshops
- Career Planning
- Job Clubs
- Job Search Assistance
- Occupational Skills Training
- On-the-Job Training
- National Career Readiness Certification
- Resume Workshops



An array of locally developed service strategies are used to increase the quality and results of services through innovation, collaboration, and technology. These include:

- **The Columbia-Willamette Workforce Collaborative** – A partnership between Worksystems, Clackamas Workforce Partnership and Workforce Southwest Washington to support and develop regional talent.
- **TalentLink** – A six-step process for validating the work-ready skills of WorkSource customers, resulting in prioritized job search and placement services for those who become fully certified.
- **Career Mapping** – Assistance for barriered populations to identify goals, address and remedy obstacles, and create Career Plans that help them meet their goals.

- **Aligned Partner Network** – Partnership between WSPM and community agencies to leverage each agency’s expertise to move targeted populations with multiple employment barriers into career-track employment.
 - This model provides career coaching, liaison support, career mapping, connection to WorkSource services and set-aside resources in occupational training and work experience.
- **SummerWorks** – A public/private partnership that provides a paid work experience for area youth.
- **NextGen Network** – A group of 6 agencies that provide support and services to help disadvantaged at-risk youth achieve career goals and develop the necessary life skills to stay on course. This model provides career coaching, liaison support, career mapping, connection to WorkSource services and set-aside resources in occupational training and work experience.
- **Learn & Earn** - Targets 14—21-year-old youth engaged in service learning, community projects, workforce preparation and credit recovery. Youth are paid stipends for the completion of activities.
- **Opportunity Youth Job Fair** - Annual event to help young adults connect to employer eager to bring young diverse talent to their businesses.
- **WorkSource Symposia** - Half to full-day events providing middle-skill to high-skill job seekers with job search assistance and networking opportunities to facilitate employment.
- **WorkSource Express** - A limited extension of WorkSource services offered to customers at identified locations outside of the main WorkSource centers. Express Centers are located at Central City Concern and the Washington County Jail.
- **Career Boost** - A collection of employment and training services that WorkSource Portland Metro developed specifically for SNAP recipients. Career Boost services are offered at WorkSource centers and partner organizations.
- **My WorkSource** - A personalized website for customers to manage their WorkSource activities by signing up for workshops, accessing job search tools and connection to the State’s labor exchange system (iMatchSkills).
- **Code Oregon** – A program to provide broad access to low-cost online training in a variety of coding languages with additional job placement support after completion.
- **Train Oregon** – An online training portal that provides free access to an array of content including GED prep, soft skill enhancement, and industry-specific coursework.
- **Connect2Careers** - An online portal to support youth and provide employers with access to qualified, diverse young talent.

The public workforce system is intended to offer value to all regional job seekers, workers, and employers. As such, the system provides a broad array of services from self-directed job search to advanced occupational training. Most of our resources are targeted to low-income and other underserved populations.

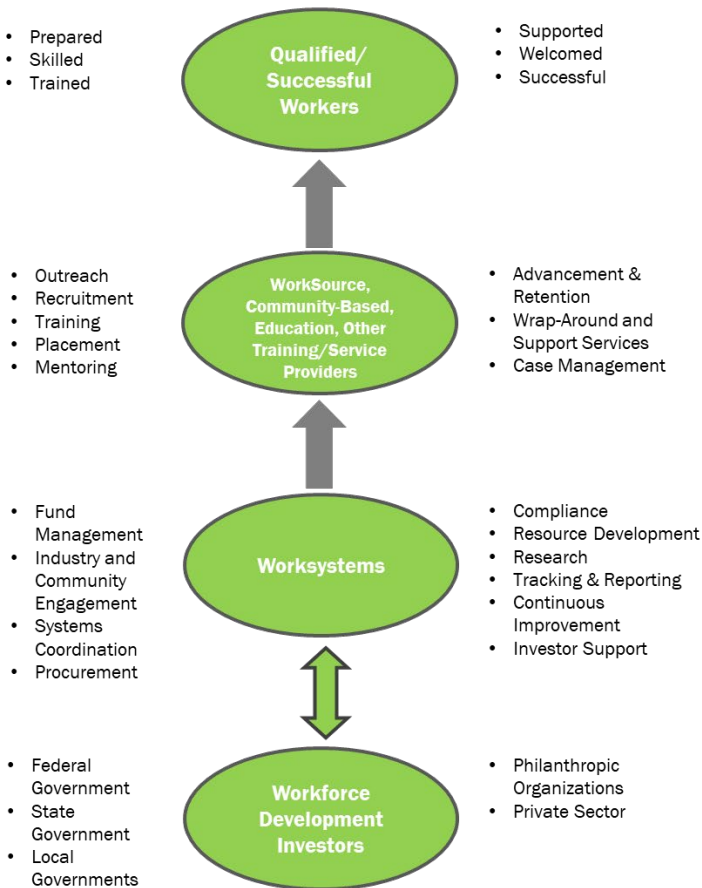
Approximately 35,000 people annually engage in skill development services provided through WorkSource Portland Metro. Of those completing services last year, over 60% obtained employment at an average wage of \$21.50 per hour.

Partnership is the Key

We are continually working to integrate workforce programs and services funded by other partner agencies into the public system to align resources, increase efficiency, broaden services and generate better outcomes for job seekers. Through the creation of *the Aligned Partner Network*, we have strategically connected 30 community agencies to training and employment services for their clients through WSPM while leveraging each agency's expertise in providing the necessary relationships and support to maximize successful participation in the public system. This aligned approach helps move people into career-track employment through a coordinated progression of services and resources.

In addition to the foundational services provided through WSPM, Worksystems has secured a great deal of federal, state, local, and private funding and implements these as programs and services that are integral to the local public workforce system. These additional resources are key to providing comprehensive and robust services, including a focus on occupational training in target sectors as well as services to target populations.

Partnerships are also key to maintaining robust and seamless services. Over 30 service providing organizations, including state agencies, community colleges, nonprofits, and local public agencies are engaged in a team approach around the local public workforce system.



The Portland Metro Workforce Development Board

Coordinating a regional workforce system that supports individual prosperity and business competitiveness

Benefits

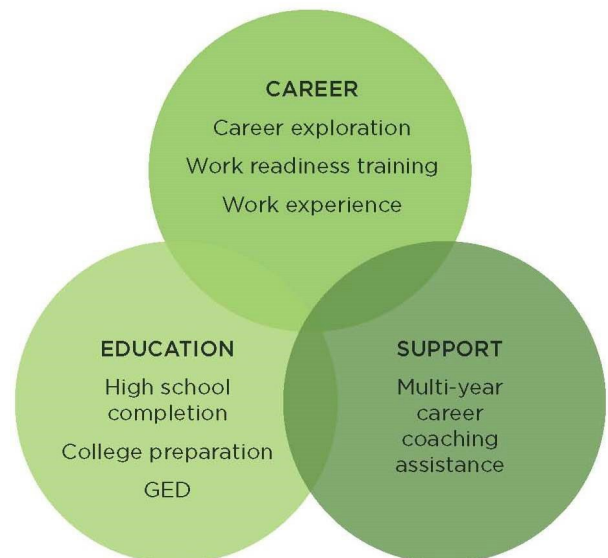
- Aligns Resources and Efforts (Financial & Non-Financial)
- Enables Mutually Developed Guidelines, Outcomes & Oversight
- Reduces Fragmentation and Duplication
- Promotes Systemic Solutions & Collective Impact
- Increases Scale & Efficiency
- Accelerates Action
- Supports Networking & Learning
- Creates Shared Accountability

Youth Services

In Multnomah and Washington Counties, there are 15,600 youth aged 16-24 years who are not in school and do not have a HS diploma/GED. Of these, 98% are very low-income or living in low-income families defined as 70% of the US Department of Labor's Lower Living Standard Income Level which is at or under \$10,593 for an individual or \$29,423 for a family of four. Without re-engaging in education, the lifelong employment prospects for these youth are bleak. In addition, opportunities to explore careers and get basic work experience are far more limited for today's youth than in the past.

Worksystems invests funds to support disconnected, low-income youth, ages 17 – 24 (referred to as Opportunity Youth) through a system of 9 service providers known as NextGen (next generation youth workforce services). NextGen providers have expertise in serving a diverse spectrum of youth including homeless, LGBTQ, English-language learners, pregnant/parenting, youth with disabilities and a variety of culturally specific populations. The youth served by our resources are at risk of or currently disconnected from school or work or both. Community Colleges and community-based organizations also provide services to serve these disconnected youth.

Our investments prepare Opportunity Youth for successful careers through continuing education and work-based learning opportunities. This is accomplished through a robust continuum of career exploration activities, academic remediation, career coaching, leadership development, work readiness training and hard/soft skill building. Youth work in groups and 1-on-1 with skills trainers and career coaches to develop an individualized plan to pursue their career goals. NextGen youth receive services that bridge the completion of their secondary credential on to post-secondary education/training or career pathway employment. This systemic approach is built on common definitions of college and career readiness based on competency development in five core areas: self-management, proactive-communication and collaboration, reliability, taking initiative, and academics (reading and math).



Work Experience

Youth need opportunities to learn critical workplace skills that can only come through real work experience. Yet only 1 in 4 teens are able to find employment and the outlook for youth of color is more dire. Even as the economy has improved youth still face difficulty finding a first job. Missing out on early work experiences can have long-term negative effects on employment and lifetime earnings. In response, we focus significant time and resources to support meaningful, paid work experiences to help young people develop the skills necessary to succeed in today's world of work. Youth learn new skills in a real work environment, connect with supportive adults, and build an employment history.

We offer work experience for youth in two ways:

SummerWorks is a long-running, successful summer youth employment program. Through SummerWorks, we expand the number of employment opportunities to serve a broader population of youth referred by high schools and community organizations across the region. Since 2009, the program has put more than 7,000 youth to work. Worksystems pursues and incorporates a wide variety of funding sources to increase the impact of SummerWorks, including funding from the United States Department of Labor, United States Department of Agriculture, State of Oregon, City of Portland, Multnomah County, and a variety of other government, private, and philanthropic sources.

WEX-Y are year-round paid work experiences available to youth engaged in NextGen.

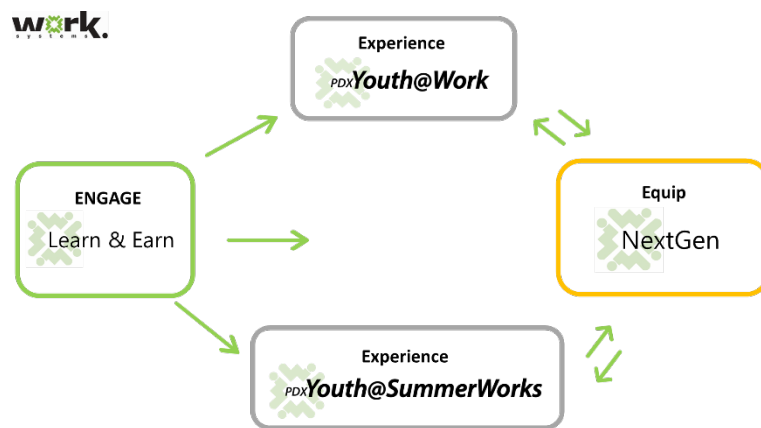
Connect2Careers (C2C): Today there are nearly 30,000 young adults ages 16 to 24 who are not in school or working in the Portland Metropolitan area. Meanwhile, local employers have expressed a need for a pipeline of qualified, diverse young people. The Connect2Careers program is a collaborative approach to bridge this gap. Connect2Careers provides an online portal where employers post entry level and career pathway jobs and then have convenient access to a diverse population of young adults (between the ages of 16 and 24) that are certified work-ready.

Next Steps:

Alignment with WSPM: Youth ages 17-24 can be served through our NextGen programs and those 18 and up can also be served through WSPM. We are working to create clear referral protocols so partner agencies know when a youth would be best served through WSPM or when he/she may need the additional support provided by a NextGen partner.

Sector Bridge Programming: It is projected that approximately 79% of all jobs in Oregon will require education beyond high school by 2025. Most of the projected job growth will be in middle skill jobs or jobs that require education and training beyond high school but less than a bachelor’s degree. This is juxtaposed against a backdrop of almost a third of our students failing to graduate with a regular diploma after four or even five years in high school. Similarly, post-secondary persistence rates are low for first generation college students.

Worksystems’ Sector Bridge Programming provides industry-specific training to help youth gain the education, skills and credentials needed for employment in high-wage, high-demand occupations within one of four target sectors: Advanced Manufacturing, Health Care, Construction or IT/Software. Each Sector Pathway is comprised of a Career Exploration Course, a Bridge Course focused on a single industry and a Career-Pathway Internship.



Business Investments

A strong workforce is critical to a strong economy. Skilled workers ensure that our local businesses can continue to compete and grow.

Worksystems provides customized and innovative solutions to complex workforce problems. We link workforce supply with industry demand and develop strategies to meet the just-in-time hiring, training, and retention needs of business.

We invest training resources to prepare people for in-demand occupations identified by companies in our [advanced manufacturing](#), [health care](#), [construction](#) and [high-tech](#) target industries. We also provide workforce solutions in support of regional economic development recruitments and area employers who are hiring for living wage jobs. And because we take a regional approach to managing the talent pool through our work with the [Columbia-Willamette Workforce Collaborative](#), we always ensure that companies receive the most qualified workers from throughout the labor shed.

Our staff are experts in the industries that they support and are continually analyzing the effectiveness of our programs and services to ensure they meet the needs of business. We have a proven track record of bringing in new training resources to solve skill gaps and worker shortages in key occupations.

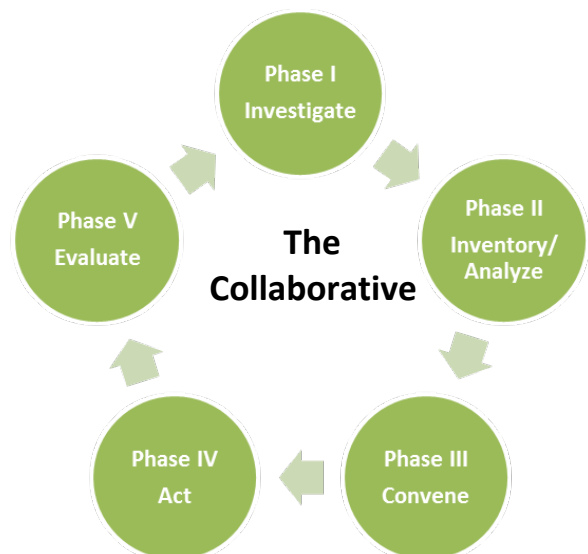
A Regional Approach

The Columbia-Willamette Workforce Collaborate is a partnership that delivers a unified approach to serve industry, support economic development, and guide public workforce investment in the Portland-Vancouver Metropolitan area. We work with our partners in SW Washington and Clackamas County and regional industry to identify and remove barriers that stand in the way of cultivating and sustaining a skilled workforce.

Collaborative Model

Our 5-step business model directly involves industry in the design, development, delivery and oversight of regional workforce programs and services.

Our Industry Engagement Model



Getting Involved

Board Leadership

Those members who wish to take on more responsibility can serve in leadership roles through the Board's Executive Committee or task forces of the Board. The Board Chair and Executive Committee are the leaders during Board meetings, setting the agenda, and ensuring that meetings are efficient and make the best use of board members' time. In setting the agenda, the Board Chair is responsible for keeping the vision of the Board at the forefront of the meeting, keeping conversations at a strategic level, focusing on community impact. Members may also serve on task forces of the Board. Members are elected to the Executive Board and leadership positions every 2 years. Only members representing the private sector or labor can be on the Executive Board.

Task Force Members

Task Forces are a great way for Board or community members to get more involved with operations and strategic initiatives. Task Force meetings provide time for a more active, detailed discussion, allowing members to be more engaged on a focused topic than is possible with the full board. Many conversations around actions and results happen at the Task Force level. Members can choose a task force based on individual expertise or interest to ensure maximum engagement.

Champions

A Champion is a member of the Board who takes a personal interest and the responsibility for advancing one of the Board's strategic initiatives. This member acts as a cheerleader to rally buy-in from partners and stakeholders and as an advocate to build support from elected and appointed officials that are key to the success of the project. He or she may have different levels of involvement with the technical oversight of

implementation but will serve as spokesperson to the Board on behalf of the project. The Champion may also be called upon to make presentations from time to time about the project to stakeholders and other groups.

Convening and Brokering Relationships

The Board's role in convening and brokering relationships allows us to bring the voices of all stakeholders that have an interest in workforce development activities to the table. We facilitate communication among these programs and organizations to promote the most efficient use of resources and the highest impact services for customers. This may take the form of strategic alignment, full integration of some services, or leveraging resources between organizations to promote efficiency.

The Local Workforce Development Board Composition

51% Business/Private Sector Reps

3 Local Elected Officials

2 Education Reps

2 Economic Development Reps

3 Labor Reps

7 Partner Reps

The Board is the voice of workforce development in our local community. To be our community's subject matter expert in workforce development, we seek to understand the workforce needs of our local businesses and research how those needs affect all aspects of the community. We gather information on the resources that are available to us and to our partners to find solutions and we advocate for solutions that effectively address local workforce needs.

Communicate to the Community

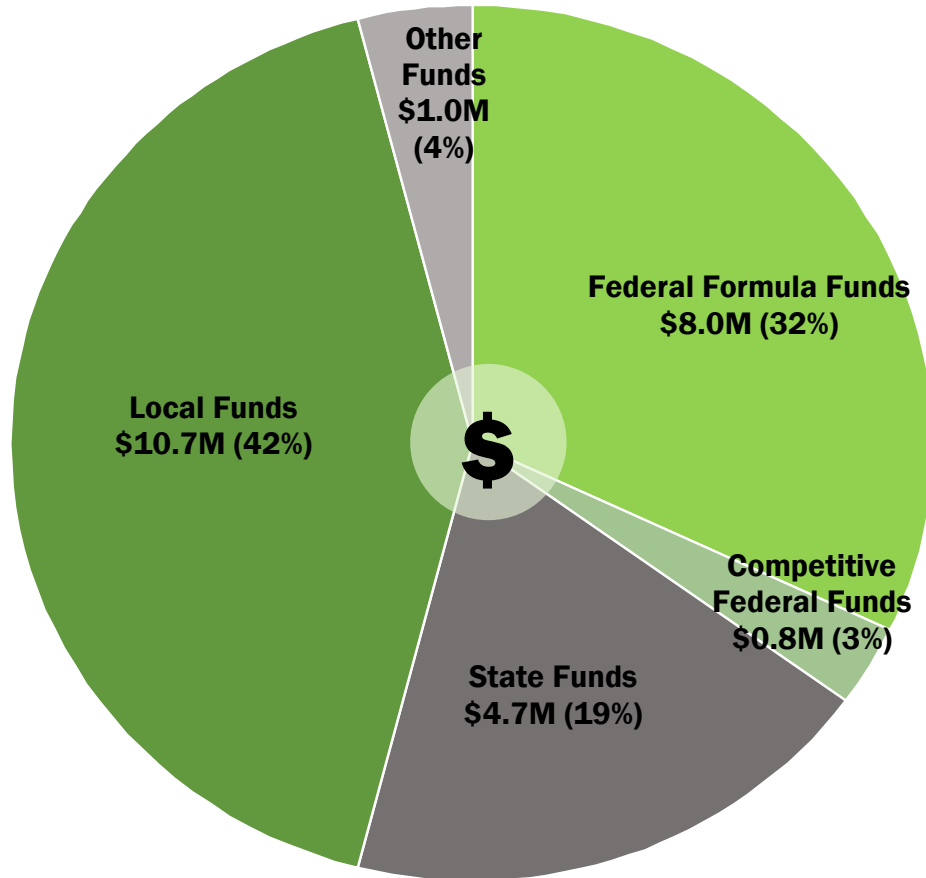
Communication is key to positioning the Board as a trusted workforce development partner in the community. By effectively convening partners, brokering relationships, and understanding the workforce development needs and resources in the community, the Board is positioned to tell the area's workforce story and pursue the continuous improvement needed to support our growing and ever-changing community.

PROGRAM YEAR 2020

July 1, 2021 – June 30, 2022

REVENUE

***Total: \$25.2M**



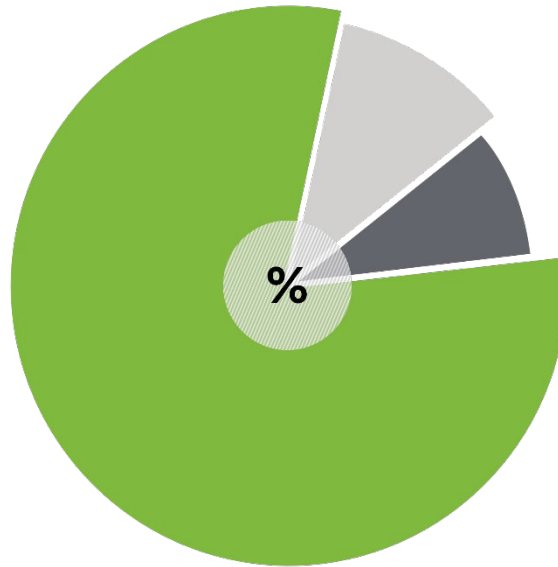
FUNDERS

- | | | |
|--|-----------------------------|---|
| Advantis Credit Union | JP Morgan Chase | Sumner College |
| Bank of America | Key Bank | Tegna/KGW |
| Bank of the West | Madden Industrial Craftsmen | The Parr Company |
| CalPortland | Marquis Companies | Timberlab |
| CareerWorks, Inc | Multnomah County | Travel Portland |
| Cascadia Behavioral Health | OBA Bank | TriMet |
| City of Portland | Oregon Community Foundation | U.S. Department of Labor - Employment & Training Administration |
| Clark University | P.O.I.C. | U.S. Department of Health & Human Services |
| Community Action Organization | Pacific Premier | Umpqua Bank |
| Equus | Peregrine Sports, LLC | Unitus Community Credit Union |
| FedEx Ground | Port of Portland | US Bank |
| Gresham-Barlow School District | Portland General Electric | Washington County |
| Growth Transitions, Inc. dba Maher & Maher | Portland Public Schools | Wells Fargo |
| GSI Water Solutions, Inc. | Prosper Portland | |
| Hartung Glass Industries | Quantem Aviation | |
| Jobs for the Future, Inc. | Springdale/PIVOT Job Corps | |
| | State of Oregon | |

EXPENSES

***Total: \$24.8M**

Worksystems groups its investments into three categories: Administration, Coordination, and Community Investments



Coordination Activities
\$2.9M (12%)

Administration Activities
\$2.1M (8%)

Community Investments
\$19.8M (80%)

Administrative Activities

Administrative activities account for approximately 7% of total expenditures and include compliance, financial management, human resources, procurement, and support of the region’s Workforce Development Board.

COORDINATION ACTIVITIES

Coordination costs represent the bulk of activities carried out by Worksystems’ staff. Coordination activities are essential to ensuring our community investments are achieving the intended goals and outcomes established by the Workforce Development Board and our various funding streams. In addition, coordination activities support the development of community and business relationships necessary to align resources, build partnerships and develop a more effective workforce development system. Coordination investments help us understand what does and does not work and support the capacity to pursue new ideas and seek additional resources.

COMMUNITY INVESTMENTS

Community investments comprise the largest portion of our activities and represent resources delivered through a network of partners to provide direct training and employment services to targeted industry workers, adult job seekers, dislocated workers and youth.

Worksystems invested in the following organizations during 2021-2022

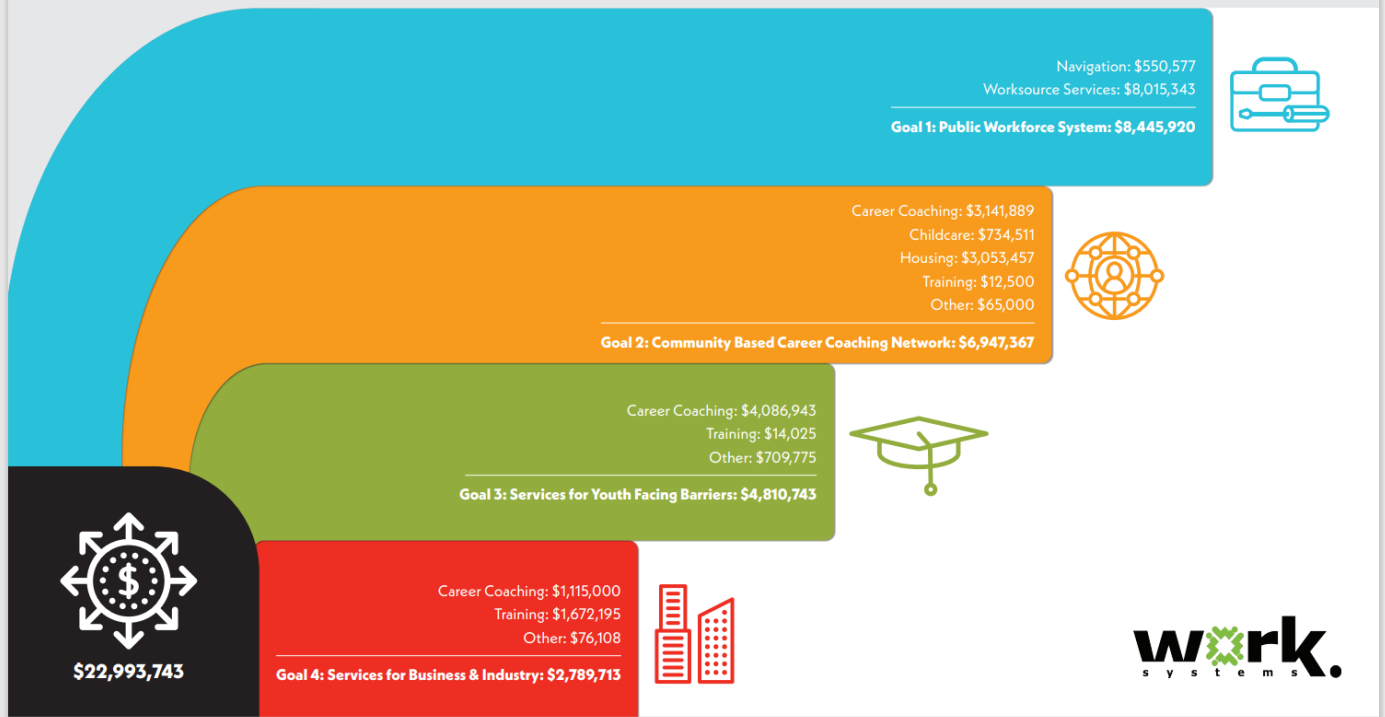
Beaverton School District #48
Central City Concern
Centro Cultural de Washington County
Community Action Organization
The Contingent
Hillsboro School District 1J
Home Forward
Our Just Future (aka Human Solutions)
Impact NW

Interstate Trucking Academy, Inc.
IRCO
ITBOM, LLC
Labor’s Community Service Agency, Inc.
Latino Network
Mt. Hood Community College
NECA-IBEW Electrical Training Center
New Avenues for Youth, Inc.
New Narrative

Oregon Human Development Corporation
Oregon Tradeswomen, Inc.
P.O.I.C.
Portland Community College
Portland Youth Builders
SE Works
Urban League of Portland
Washington County Department of Housing Services

Worksystems

Program Year 2022: Contract Budgets



Worksystems

Program Year 2022: Budget by Provider



Documents & Reports

USEFUL LINKS TO WORKSYSTEMS REPORTS AND INFORMATION

[Worksystems Website](#)

[Portland Metro Workforce Development Board](#)

[Board Roster](#)

[Strategic Plan](#)

[State of the Workforce](#)

[Labor Market Data](#)

[Quality Jobs Initiative](#)

[Technology Sector Report](#)

[Opportunity Youth Report](#)

[Healthcare Labor Market Report](#)

[Construction Labor Market Report](#)

[Program Outcomes and Results](#)

[Twitter](#)

[Facebook](#)

Code of Conduct

Purpose

This Code of Conduct implements and interprets State and Federal requirements governing Workforce Development Boards (“WDB”) and activities funded by the Workforce Innovation and Opportunity Act (“WIOA”). It is required by paragraph 9.B of the Consortium Agreement, by Articles VI.C of the Worksystems By-Laws and Article VII of the WDB By-Laws.

Effective Date

This policy shall take effect upon adoption by the WDB and Worksystems.

Definitions

- ◆ The term “official” means any WDB or Youth Council member, or Worksystems employee or agent, or any citizen volunteer authorized to act on behalf of the WDB or Worksystems. The term includes, but is not limited to, all individuals who participate in the making of WDB or Worksystems policy, procurement, fund obligation, contract management or personnel decisions.
- ◆ The term “immediate family” means a spouse, parent, in-law, guardian, child, brother, sister, foster child, grandchild, grandparent, or other person to whom the official is not related but who resides in the same household. The relatives listed above need not reside in the same household to be included as immediate family.

Trust

Officials shall treat their position as a public trust.

- ◆ WDB and Worksystems powers and resources are to be used for the benefit of the public rather than for personal benefit.
- ◆ Officials shall establish and implement policies in good faith, as equitably and economically as possible, regardless of their personal views.
- ◆ Whistleblowing is appropriate in the event of unlawful or improper actions. Anyone who observes significant unlawful or improper actions by an official is expected to report them. Customarily, the actions are reported to the official’s supervisor. If the supervisor appears to be involved in the improper actions, the report can be made to a higher level, to Worksystems’ Executive Director or to the Worksystems/WDB Chair or the Governing Board Chair.
- ◆ “Whistle-blowing” differs from “leaking” because leakers act covertly and are essentially unaccountable for the consequences of their actions. It is improper to harass or punish officials who seek accountability through whistleblowing. Leakers are not similarly protected.

- ◆ Citizens shall have a fair and equal opportunity to express their views to officials. Often it is impossible for an official to talk personally with every concerned citizen, but obtaining an appointment or a chance to speak at a WDB or Worksystems meeting should not appear to depend upon friendship or animosity.
- ◆ Officials shall not give the appearance of impropriety. Officials should not accept any personal gift, meal or entertainment valued at \$30.00 or more. The official should consider the decisions he or she may have to make and shall exercise conservative judgment. The key question for an individual official is, “By accepting this gift/meal/entertainment am I giving preferential treatment to the gift giver, or am I giving the appearance to reasonable people of giving favor to the individual?” If the answer is “yes” to either question, then the official should not even accept a gift below the \$30.00 threshold.
- ◆ Officials, as representatives of the WDB or Worksystems or while conducting business on behalf of the WDB or Worksystems, may accept gifts for the benefit of Worksystems, and may be guests at meals or entertainment activities. For example, gifts as part of a company grant or giving program should be accepted and shall become the property of Worksystems. Gifts for employee awards, volunteers, and community cooperation are allowed. Donations to Worksystems programs are also allowed.
- ◆ Officials shall devote Worksystems resources, including paid time, equipment, computers, supplies, and capital assets, to public benefit. Time paid for by Worksystems is intended for Worksystems business. Supervisors should not ask subordinates to perform personal services. Office supplies are for Worksystems use only.
- ◆ Worksystems may adopt procedures allowing for limited personal fax transmissions, photocopies and telephone calls to be made under specified circumstances. This procedure may also permit limited completion of personal tasks on computers.
- ◆ Officials should not use WDB or Worksystems letterhead or refer to their public position when requesting personal benefits or resolving personal disputes.
- ◆ Political activities shall not be engaged in on Worksystems time or property. No Worksystems employee shall solicit any money, influence, service or other thing of value or otherwise promote or oppose any political committee or promote or oppose the nomination or election of a candidate, the gathering of signatures on an initiative, referendum or recall petition, the adoption of a measure or the recall of a public office holder while on the job during working hours.
- ◆ This section does not restrict the right of Worksystems employees to express personal political views, so long as these views do not adversely impact the quality or content of WDB or Worksystems services or policy making. For example, a staff member should not express a racist sentiment while servicing a customer or otherwise representing the WDB or Worksystems. Similarly, a Worksystems employee while on Worksystems premises or during work hours can express personal political views to co-workers but may not distribute flyers for a political campaign.

- ◆ The WDB or Worksystems may take a position on pending State or Federal legislation or rulemaking. Officials may then provide information or otherwise act as directed on that position. Federal and State grant funds may not support lobbying activities.

Objectivity

WDB and Worksystems decisions shall be based on the merits of each issue. Judgment shall be independent and objective.

- ◆ If an individual official's financial or personal interests will be specifically affected by a decision, the official is to withdraw from participating in the WDB and Worksystems decision. This prohibition applies to all WDB and Worksystems meetings, standing Committees, "task group" or "ad hoc work group" meetings, and discussions before or during meetings which involve lobbying for or against a WDB or Worksystems action or agenda item or which deliberate towards a decision. This includes the personal or financial interests of the official's immediate family and household. Refusal and disqualification involves a statement such as, "My brother-in-law is part owner of the property under discussion. Therefore, I will not be speaking or voting on this lease."

State law distinguishes between actual conflict of interest, which definitely would affect the official, and potential conflict, where the effect is not certain. In the case of a potential conflict, the WIOA official must disclose the conflict but may be permitted to participate in the decision. A formal or informal opinion should be requested when a potential conflict arises.

The law also makes an exception where the official's financial interests are included with a whole class of citizens. In this case an informational disclosure may be appropriate, such as, "We will be voting on the Northeast Career Center. My sister's family is receiving training from the Center along with the rest of the community."

State law focuses on elected officials and appointees to boards and commissions, but the ethical principle extends to all officials. For example, a Worksystems program monitor should not monitor an on-the-job-training ("OJT") contract at a business owned by his sister. The relationship should be disclosed and a different, disinterested Worksystems employee should conduct the monitoring.

- ◆ Officials shall avoid bias or favoritism and shall respect cultural differences as part of decision-making and the conduct of WDB and Worksystems business.
- ◆ Intervention on behalf of constituents or friends is limited to assuring fairness and clarifying policies or improving service to citizens. Officials should avoid giving citizens any reason to believe they would receive better or different services if they had a personal connection with the official.

Accountability

Open government allows citizens to make informed judgments and to hold officials accountable.

- ◆ Officials shall exercise their authority in open meetings supported by public records subject to the normal and usual exceptions, including but not limited to 1) pending or threatened litigation, 2) personnel decisions, 3) contract negotiations where disclosure of Worksystems position may inflate

costs or prevent Worksystems from carrying out its mission as effectively as possible, and 4) a decision to sanction a WDB member or Worksystems Director where that member or Director wishes to contest the facts supporting the sanction in a confidential meeting and the Board concurs with the confidentiality request.

- ◆ Each official is encouraged to improve WDB and Worksystems systems by identifying problems and proposing improvements. Worksystems employees who believe a policy or practice is not achieving its stated purpose, is creating unintended harm, or is inefficient, should express such concerns to their supervisor and should suggest possible improvements. Worksystems managers should share “big picture” information with their subordinates and reward suggestions for improvement.
- ◆ WORKSYSTEMS systems shall be self-monitoring, with procedures in place to ensure appropriate actions. Managers should make sure their practices for purchasing, contracting, and hiring include routines that elicit fair choices and assure protection of Worksystems assets. Such routines include checklists, separation of duties, bank account reconciliations, and reports to management.
- ◆ Any official’s immediate family shall not receive preferential treatment in employment or in the receipt of Worksystems funded services. Worksystems service providers shall adopt and shall comply with nepotism provisions no less restrictive than this paragraph.
- ◆ No official shall also be a Worksystems contractor, subcontractor or vendor without full disclosure and authorization from the Worksystems Board. This section shall not apply to WDB members who 1) are salaried officials for public or nonprofit entities, or who serve on the boards of such entities, and 2) who provide vendor services to Worksystems clients utilizing the same rates as for the general public. For example, the Worksystems Board need not approve Community College tuition arrangements merely because a Community College President sits on the Board.
- ◆ The WDB’s Executive Committee, who also serve as the Board of Directors for Worksystems, may not represent, serve on the board of, or work for a public, private for profit or nonprofit Worksystems contractor or subcontractor. Worksystems Directors should be especially careful to disclose and avoid conflict of interest situations.

Leadership

Officials shall obey both the letter and the spirit of all laws and regulations.

- ◆ Leadership shall facilitate, rather than block, open discussion. Officials have an ethical obligation to avoid behavior such as strained interpretation of rules, refusal to return telephone calls to a specific person, or arbitrarily delaying a decision.
- ◆ Worksystems units and work teams are encouraged to develop Code of Conduct training, and enforcement procedures.

Informal or Formal Opinions

- ◆ An informal or formal opinion concerning a given conflict of interest or ethical situation may be requested. Such requests should be directed to Worksystems Executive Director or, if the situation involves the Executive Director, to Worksystems Board Chair or the Chair of the Governing Board.

Sanctions

- ◆ Officials are subject to sanctioning by vote of the WDB, Worksystems Board or Governing Board, up to and including dismissal. Individuals and entities may also be barred from doing business with Worksystems.
- ◆ Worksystems employees and contractors are also subject to sanctions under Worksystems procurement and personnel policies and contract provisions. To the extent that this Code of Conduct and Worksystems procurement and personnel policies or contract provisions overlap or are perceived to conflict, the most restrictive interpretation shall apply.

Reporting Fraud

- ◆ Notification through DOL Hotline: In the event a Board member believes there was fraud or other criminal activity, Board members may report directly to the Department of Labor through its Incident Reporting System Hotline. Allegations may be directly reported as follows:

Website: oig.dol.gov/contact

Email: hotline@oig.dol.gov

Telephone: 1-800-347-3756

Letter: Department of Labor Office of Inspector General (OIG)

Office of Investigations, Room S5514

200 Constitution Avenue NW

Washington DC 20210

Acknowledgement of Receipt of Code of Conduct

I acknowledge that I have received a copy of the Portland Metro Workforce Development Board Code of Conduct.

Signature/Date

Print Your Name