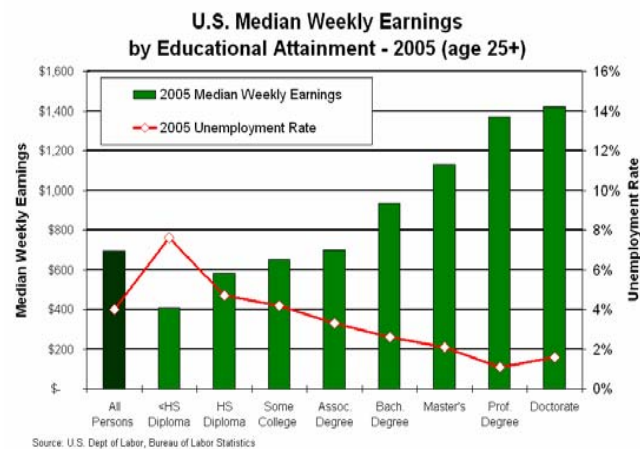


To fill jobs now, the system must help both unemployed and low-skill workers gain higher levels of skill for higher paying jobs, and must have a systematic program to retool current workers so they can adapt to rapid changes and keep their jobs.



In 2003, Governor Kulongoski directed his discretionary Workforce Investment Act (WIA) resources to the Employer Workforce Training Fund, to upgrade the skills of currently employed workers, help them adapt to new technologies, learn high performance practices, and target high-demand occupations. Regional Workforce Response Teams, in partnership with Local Workforce Investment Boards, have:

- Awarded grants to over 400 companies, cluster partnerships or workers associations for current worker training – majority are small business with fewer than 100 workers.
- Provided training to over 23,000 current workers in knowledge-based industries.
- Leveraged over \$21 M in private sector

investments with \$10M in public investment.

- Provided training in advanced manufacturing, high tech, bioscience and critical industries.
- Helped workers gain new skills in high performance/lean, specialized technical areas, patient care, computer software application, critical thinking, problem solving and leadership.
- Utilized expertise of regional industry leaders, Local Workforce Boards, and Workforce Response Teams.
- Executed over 20 statewide projects to address skill shortages in high-demand occupations.
- Created over 2,300 new jobs and retained almost 20,000 existing jobs.

INNOVATIVE IDEAS

Goal 3: Build a flexible, demand-driven workforce education and training system

To ensure that existing and new dollars are invested wisely, Oregon has performance measures for our federal programs and macro measures about the state's economy that help the workforce board, agencies and partners determine effectiveness and continuously improve services.

Effective performance will be measured by:

- For workers: Increase in job placement, job retention, and wage gain; increase in industry-recognized certification; increase in graduation rate from high school, community colleges and universities.
- For businesses: Increase in job creation and job retention; increase in productivity, reductions in operating costs, rework and cycle time; increase in % of workers with 20+ hours of workplace-based training per year;
- For Oregon's economy: Increase in median wage, increase in employment of Oregonians, especially in high-wage, high-demand occupations.

- **77% of job seekers completing workforce services were employed soon afterwards.**
- **63% of those who became employed remained employed for a full year.**
- **Those who found jobs registered a record \$1.81 hourly pay increase during their first year of employment.**

The result is more skills for Oregonians to compete for existing and emerging high-wage, high-demand jobs.

If you are a worker or a business interested in being a part of this plan to grow Oregon's economy by educating and training its workforce, go to www.worksourceoregon.org.

See Strategic Plan and Here's How You Can Help



How We Do Workforce & Economic Development In Oregon

Winning in the Global Market:

- **Productive People**
- **Competitive Companies**
- **Innovative Ideas**



WHY?

Competition for skilled workers is fierce. The governor's workforce strategic plan will help build an economy that is strong and fair by investing in our most valuable asset: Oregon's people.

To win in the global market place, Oregon businesses need the competitive advantage of a skilled and well-trained workforce. That critical margin – continuous innovation and skills upgrades in the workplace – drives business location and expansion decisions and determines our state's long-term economic success. Simply put, demand for skilled workers cannot continue to outpace supply.

The governor's plan, *Winning in the Global Market*¹, is led by the Oregon Workforce Investment Board. We will transform our workforce education and training system to keep pace with a changing economy. We will prepare workers for today's jobs and young people for jobs of the future. And we will invest in our community college and higher education system to meet the workforce needs of Oregon employers.

HOW?

To compete in the global market, Oregon must:

- 1. Ensure all Oregon employers have a competitive workforce advantage in the global market** because of highly skilled and innovative workers. Strengthen employer consortia and industry-led training.
- 2. Prepare an agile, innovative workforce** that has the skills employers want and is able to continuously adapt to technology changes.
- 3. Build a flexible, demand-driven workforce, education and training system** that is outcome-based, customer-focused, accessible, adequately funded and grounded in public-private partnerships.

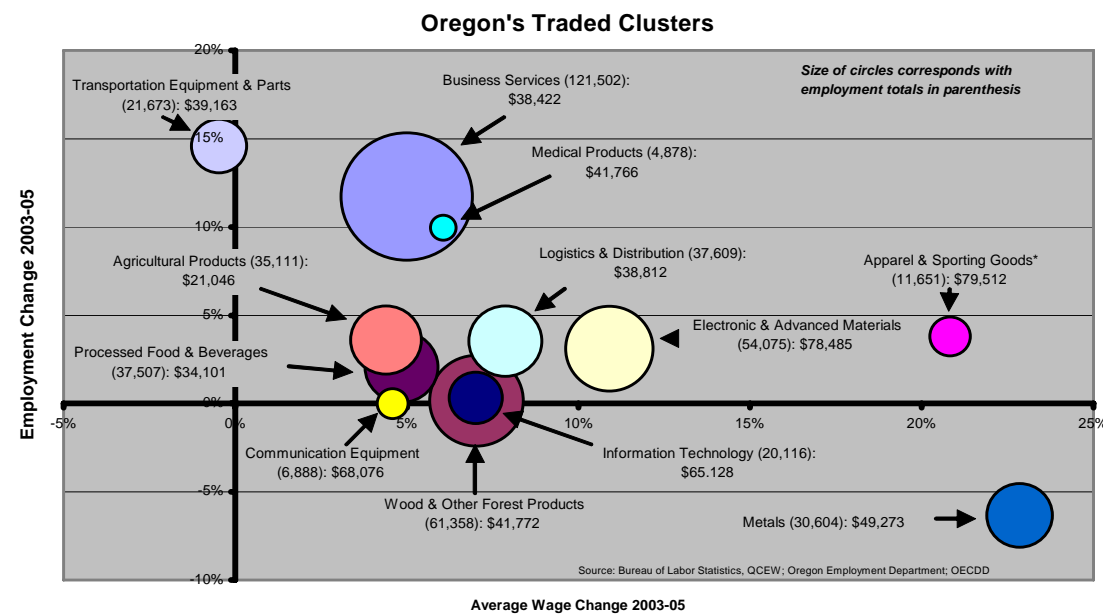
¹ *Winning in the Global Market* was developed for the Governor by the Oregon Workforce Investment Board in 2006.

COMPETITIVE COMPANIES

Goal 1: Oregon employers have a competitive workforce advantage

Oregon is a leader in organizing its workforce system to meet the needs of Oregon's key industries and clusters, called Oregon Cluster Partnerships. While baseline services are available to all employers and job seekers, intensified workforce programs are targeted to industry sectors and clusters that represent the best opportunities for economic growth and family-sustaining employment. Oregon is using three economic tools to focus limited resources and maximize return on investment for companies and workers.

Analyze Sectors and Clusters The Oregon Economic & Community Development Department identifies targeted sectors and geographically concentrated clusters of businesses in which Oregon has a competitive advantage and the potential for job and wage growth. These sectors and regional clusters are the basis for Oregon's industry-driven workforce development.



Determine High-Demand Regional Occupations The Oregon Workforce Investment Board and the Oregon Employment Department identify occupations that have a high number of current or projected openings, meet wage thresholds and provide opportunities for career advancement. These occupations, in many sectors and clusters, are used to guide investment by workforce agencies and programs.

Support Oregon Cluster Partnerships Oregon invests in the development of regional cluster partnerships – bringing together businesses, workforce and education partners and worker representatives around the common purpose of improving the competitiveness of the cluster and meeting their critical workforce challenges. Cluster partnerships have formed to aggregate training needs for current workers, build a stronger pipeline of workers from high schools and colleges, develop customized curricula, advocate for business practices that support competitiveness, develop career pathways and industry-recognized certificates, and listen and respond to an array of business and worker needs.

A few examples of Oregon's Cluster Partnerships are:

- Northwest High Performance Enterprise Consortium in NW Oregon & SW Washington
- Recreational Vehicle (RV) Consortium in Lane County
- Semiconductor Workforce Consortium in the Portland Metro Area
- Mid-Willamette Valley Metals Consortium in Marion, Polk and Yamhill Counties

- NW Agriculture Consortium in the Mid-Willamette Valley
- Community Healthcare Education Network in Lane County
- Pacific Northwest Wind Energy Consortium in the Columbia Gorge
- Manufacturing 21 Coalition in the Portland Metro Area
- Semiconductor Workforce Consortium in the Portland Metro Area
- Mid-Willamette Valley Metals Consortium in Marion, Polk and Yamhill Counties
- Wood Products Consortium in central Oregon and rural counties
- Southern Oregon, High Desert and Oregon Biosciences High Performance Consortia

In addition, the Oregon Workforce Investment Board has invested and in the following statewide sector strategies to coordinate regional cluster activities, and share promising practices and curricula:

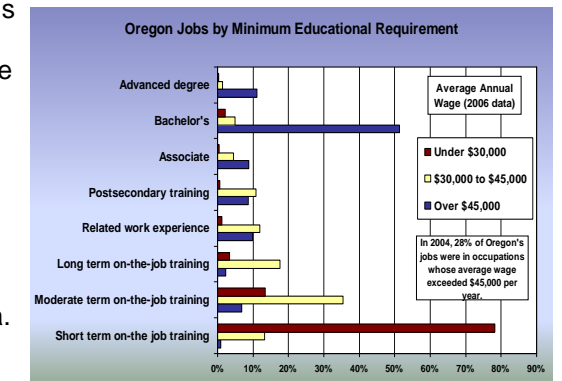
- **Oregon Healthcare Workforce Institute, Oregon Center for Nursing, Oregon Simulation Alliance and partners** – public-private partnerships to develop statewide policies and support targeted investments to overcome the healthcare workforce shortage.
- **Oregon's Manufacturing Workforce Strategy**, led by the Northwest High Performance Enterprise Consortium, to connect and expand manufacturing consortia-building, centers of manufacturing activity, targeted training programs and communications about career opportunities and the economic value of manufacturing to Oregon.
- **Clean Energy**, led by the Business Alliance for Sustainable Energy (BASE) in partnership with AFL-CIO, to gather intelligence on clean energy occupational opportunities across Oregon, and share information so education and workforce partners can develop and adapt training programs

For more information about Oregon's demand-driven workforce strategies, go to www.WorkSourceOregon.org or www.OregonClusters.org.

PRODUCTIVE PEOPLE

Goal 2: Preparing an agile, innovative workforce

The Governor's vision for competing in a global economy is to make Oregon the talent capital of the world. He wants Oregon to be a magnet for companies to locate in our state and for Oregon companies to expand here because of the competitive skills of our workers. Yet too many of our residents lack the education and basic skills to prepare them for family wage jobs, or the opportunity to obtain additional training. Despite clear correlations between earnings and education, Oregon has over 260,000 adults, over 15% of the labor force, between 16 and 59, who are no longer in school and do not have a high school diploma. Investing in a robust education enterprise and targeted skills training is a policy priority for the Governor and for Oregon.



Source:

Directing Resources to High-Demand Occupations

State agencies and local workforce investment boards are currently aligning existing staff and resources to support Oregon's cluster strategy. They are working with industry consortia and worker associations to aggregate demand for training in high-wage jobs and build career pathways for those needing new skills. Oregon has identified high-wage, high-demand occupations for each of its workforce regions. Efforts are underway to conduct research about Oregon's future workforce needs and maximize investments in targeted skill development.

Opportunities For Current Workers

Oregon's economy is changing. Globalization, demographic shifts, and advancing technology are all contributing to this change. Just as our economy is changing, our workforce system and services must change to address these challenges.