

worksource |
OREGON |

OPERATIONAL STANDARDS

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WORKSOURCE OREGON OPERATIONAL STANDARDS OVERVIEW

This section provides an overview of WorkSource Oregon (WSO), including the partners that the partnership comprises, WSO's Vision, Mission, and Values, and the purpose of the WSO Operational Standards.

WHAT IS WORKSOURCE OREGON (WSO)?

WorkSource Oregon is a statewide partnership of state, local, and nonprofit workforce entities that provides a variety of employment and training services to job seekers and employers in Oregon.

WorkSource Oregon Primary Programs and Resources

WIOA calls for strengthening the alignment of workforce programs through strategic planning, common performance accountability measures, and shared governance. The following programs and resources define the primary WorkSource Oregon system:

- Adult and dislocated worker programs authorized by Title I of the federal Workforce Innovation and Opportunity Act;
- Youth workforce programs authorized by Title I of the federal Workforce Innovation and Opportunity Act;
- Migrant and Seasonal Farm Worker programs authorized by Title I of the federal Workforce Innovation and Opportunity Act;
- Adult Education and Family Literacy Act programs authorized by Title II of the federal Workforce Innovation and Opportunity Act;
- Programs authorized by the federal Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended, including services provided by Reemployment Services and Eligibility Assessment Grants (RESEA);
- Activities delivered in WorkSource Oregon facilities supported with additional funds from State Agency budgets, such as the HECC's Workforce General Fund and programs authorized under ORS 657 – Unemployment Insurance (UI) and Supplemental Employment Department Administrative Fund (SEDAF).
- Resources from Local Workforce Development Boards delivered through WorkSource Oregon, including local funding, private foundations, and grants.
- Trade Adjustment Assistance programs authorized by Title II of the federal Trade Act of 1974 (19 U.S.C. 2271 et seq.), as amended;
- Jobs for Veterans State Grants authorized by 38 U.S.C. 4102A(b)(5);
- Employment and training programs authorized by sections 6(d)(4) and 6(o) of the federal Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), as amended;
- Employment and training programs under the Temporary Assistance for Needy Families program authorized by Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), as amended;

- Vocational rehabilitation programs authorized by the federal Rehabilitation Act of 1973 (29 U.S.C. 701 et seq.), as amended; and
- Senior Community Service Employment Program authorized by the federal Older Americans Act of 1965 (42 U.S.C. 3001 et seq.), as amended.

Additional WorkSource Oregon Programs and Resources

Working together to fully coordinate and continuously improve WorkSource Oregon is a fundamental shared goal of the Workforce and Talent Development Board and Local Workforce Development Boards. Opportunities to further align and integrate additional WorkSource Oregon programs and resources will be pursued as the system evolves. Additional WorkSource Oregon programs and resources include, but are not limited to:

- Job Corps programs authorized by Title I of WIOA (as applicable by local area);
- YouthBuild programs authorized by Title I of WIOA (as applicable by local area);
- Native American Workforce programs authorized by Title I of WIOA (as applicable by local area);
- Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.);
- Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.);
- Employment and training activities carried out by the U.S. Department of Housing and Urban Development;
- Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532);

WorkSource Oregon Centers

WorkSource Oregon's main mechanism for service delivery is through American Job Centers (AJCs). Established under the federal Workforce Investment Act (WIA) and reauthorized in the Workforce Innovation and Opportunities Act (WIOA) of 2014, AJCs are designed to provide a full range of assistance to jobseeker and employers under one roof. AJCs offer training referrals, career counseling, job listings, and a variety of other employment-related services. In addition, all local areas have additional funding outside of WIOA which allows an even greater menu of services to be offered in centers. Customers can visit a center in person or connect to a center's information and services virtually. In Oregon, the AJC model is branded as WorkSource Oregon, which has developed and articulated its own Mission, Vision, and Values statements to speak on behalf of the broader workforce system.

Vision

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

Mission

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

VALUES

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.

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 judgement in meeting customer needs through professional values-based behavior.

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.

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.

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.

EQUAL OPPORTUNITY

WorkSource Oregon is an equal opportunity employer/program. Free auxiliary aids and services are available to individuals with disabilities and free language assistance is available to persons with limited English proficiency.

WHAT IS THE PURPOSE OF THE WORKSOURCE OREGON OPERATIONAL STANDARDS?

This document is meant to provide a basic level of guidance to help ensure minimum requirements are met and standardization exists around operations and service-delivery in WorkSource Oregon Centers, while providing flexibility to meet local needs. There are many comprehensive and affiliate WorkSource Oregon centers located in communities throughout Oregon. While each of these centers have similar offerings, due to variables including local community need, no two centers are completely alike. For the workforce system to ensure basic foundational services are offered, and standardization on how those services are delivered, the WorkSource Oregon Operational Standards were developed as state-level guidance for local areas. These standards also encourage sustainable efforts to annually assess, and continuously improve area standards as the economy and local needs change.

HOW WILL THE STANDARDS HELP ME IN MY ROLE?

The standards are created collaboratively with the goal of being the Oregon one-stop delivery system's compass – one that provides guidance to help local systems identify continuous improvement opportunities to remove barriers to ensure the highest level and quality of service to jobseeker and employers. Standard state guidance and local standardized processes helps ensure that everyone is working collaboratively towards the same goals. Standards help keep staff and leadership teams accountable and focused on improvement opportunities, while eliminating duplication, fragmented processes, and overall waste.

WHO IS RESPONSIBLE FOR WORKSOURCE OREGON CENTERS?

The management of Oregon's American Job Center network is the shared responsibility of the state, local workforce development boards, elected officials, other additional one stop partners, one-stop operators, and service providers.

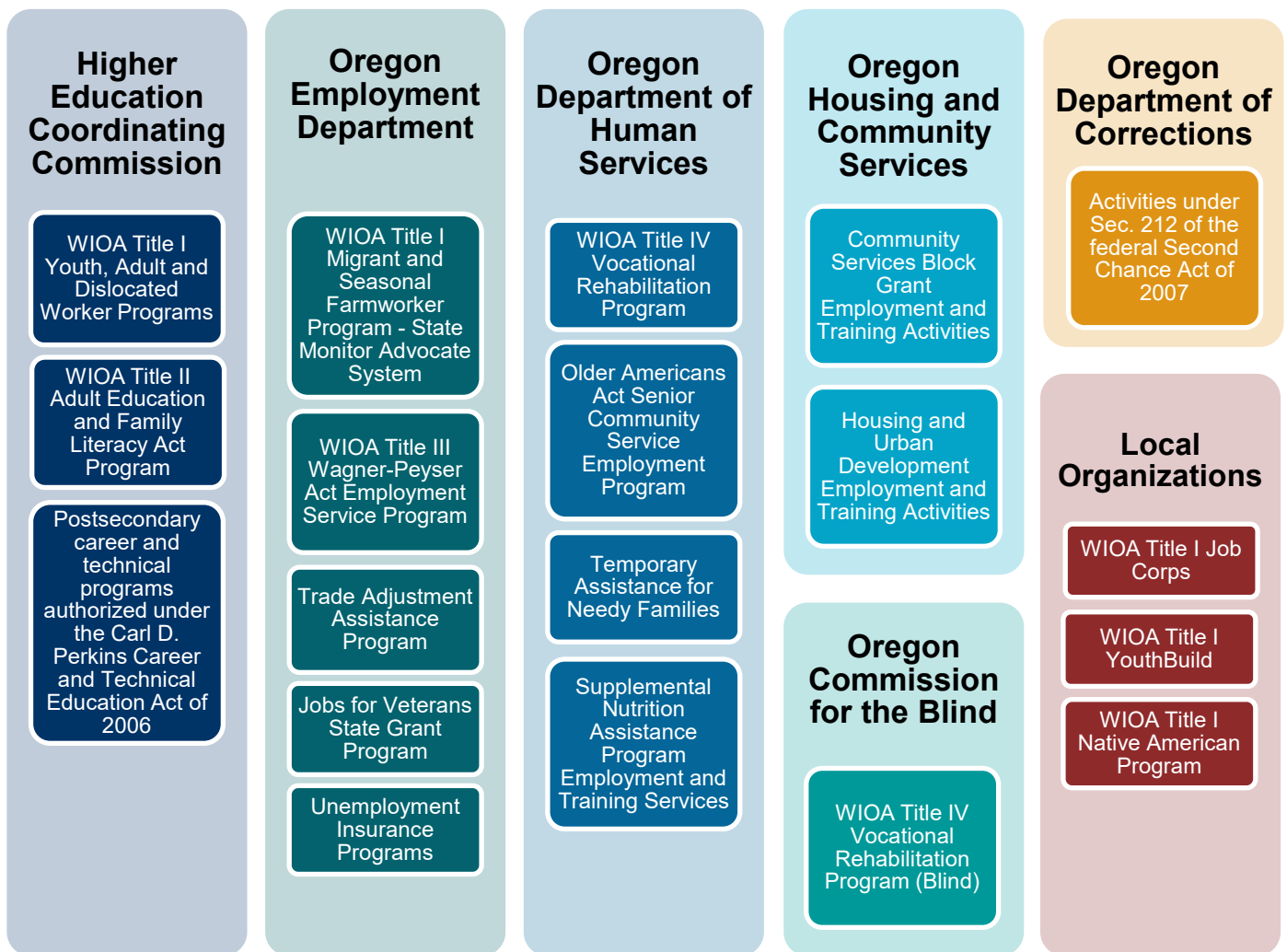
WHAT IS A LOCAL LEADERSHIP TEAM?

Local Leadership Teams (LLTs) are convened and facilitated by Local Workforce Development Boards. The LLTs are the mechanism used to manage the implementation of the local WorkSource Oregon system. This includes coordination of services, programs, funding streams, processes, and initiatives among WorkSource Oregon partners to ensure accountability and alignment in support of a seamless public workforce system. Additionally, these teams are the bodies that synthesize state-level guidance and initiatives to create implementation, communication, and assessment plans for their local WSO centers, to include the WorkSource Oregon Operational Standards.

WHAT IS THE WORKFORCE SYSTEM EXECUTIVE TEAM (WSET)?

While Local Leadership Teams provide local coordination of services, funding streams, processes, initiatives, performance, and general local oversight of WSO centers, the WSET provides support to the LLTs at the state-level. Composed of WSO partner Executive Leadership, the WSET is the body that holds LLTs accountable for the sustainability of the WorkSource Oregon Operational Standards, regular assessment of standards, and communication in regard to identified gaps and continuous improvement opportunities.

WHO ARE THE PARTNERS REQUIRED TO PROVIDE ACCESS TO THEIR SERVICES IN WORKSOURCE OREGON CENTERS?



In addition to the above programs providing services, to be designated and certified as a comprehensive or affiliate WSO center, at a minimum, WIOA Title III employment services must be co-located with Adult & Dislocated Worker WIOA Title I services. It is encouraged that the local boards, in partnership with the LLTs, explore additional

opportunities for co-location of other titled partners and community organizations to work towards the intention of the American Job Center one-stop model.

LOCAL LEADERSHIP TEAMS

This section details the composition and responsibilities of Local Leadership Teams (LLTs).

ALIGNMENT OF SERVICES

LLTs are responsible for ensuring the alignment of services offered by the required partners in WSO Centers.

To be designated and certified as a WorkSource Oregon center, services among WIOA Title III and Title I staff must be aligned, resulting in seamless provision of services to customers. Contributions to service alignment by other required programs (DHS-SSP, title IV DHS-VR, OCB, title II Adult Education and Family Literacy) within each WSO center will be determined by the LLT representatives and a local WSO Memoranda of Understanding and cost-sharing agreements. Any contributions to alignment of services must comply with specific program provision requirements of each program's respective fund source and oversight agency.

CONTINUITY OF SERVICES

All WSO centers will develop and execute a viable, local collaborative service system unique to the center as a basic foundational 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. The LLT will focus on the development of an organizational standard, not reliant on individual relationships, in order to seamlessly coordinate services in a way that meets the business requirements as well as addresses customer needs in a timely and value-added manner.

LEVERAGING RESOURCES TO SERVE A COMMON CUSTOMER

Because customers may be served concurrently by multiple programs within WSO centers, LLTs must develop a process specific to the annual review and coordination of funding by all partners, impact to resources, gaps in services and how once collected, this information is documented and collectively shared among all WSO partner leadership and frontline staff. The process will address how the LLT will determine best use of center staff, resources, and ensure that multiple staff are not providing the same services unnecessarily and that any redundancy is intentional.

WORKSOURCE OREGON BRANDING

WorkSource Oregon (WSO) is the overarching state brand for Oregon's one-stop centers. All one-stop centers certified as comprehensive or affiliate sites where title I and title III staff are located will adopt and execute this brand. Partner and specialized sites where both title I and title III staff are not present may not be branded as a WSO center. These sites may identify as a "Partner of WorkSource Oregon."

The brand is applicable to all signage, center décor, lobby/resource room kiosks, brochures, print materials, marketing materials, nametags, 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.

Branding standards may not apply to programs for which WSO is not the primary location for service delivery, or where these standards do not comply with a policy of a parent organization of a WSO partner. In these instances, the LLT will develop a solution that ensures compliance with standard guidance and ease of use for customers.

In addition to WorkSource Oregon signage, each center must post language on the physical structure as follows: WSO is a proud partner of the American Job Center network,” and the partners/programs co-located within a center should be posted and visible in a common entrance area or entrance door.

The brand style guide can be found in the WorkSource Oregon Toolbox, on WOMIS. The guide contains various templates and stylistic guidelines for font, imagery, logos, and colors. Link: https://secure.emp.state.or.us/bes-partners/WSO%20Branding%20Toolbox/WSO_StyleGuide_V5.pdf

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 and may also determine local protocols for co-located partner affiliation where appropriate.

Example: If a WSO partner who primarily delivers services in a center is participating in a community event and they wish to include their organizational branding in addition to the WorkSource Oregon branding, this is allowable under an established and documented LLT standard protocol.

Example: If a community recognizes a center by the county in which they are physically located from previous branding efforts, it is allowable to add on to the WorkSource Oregon brand as WorkSource Oregon (county name), or other variations where appropriate, as long as WorkSource Oregon is identified first. The Style Guide should be used for guidance.

All staff and sub-contractors providing WSO-funded services within the centers must comply with these branding standards and any additional local protocols established by LLTs.

TECHNOLOGY INFRASTRUCTURE

All WorkSource Oregon centers will maintain a level of technology that is sufficient to ensure access for remote customers to WSO services and access for customers to WSO partner programs not physically located in the center.

STAND-UP MEETINGS

In order to ensure consistent and regular communication among partners under the WSO umbrella, it is required that the LLT create a stand-up meeting schedule for the centers they are responsible for. Stand-up meetings are meant to be consistent and inclusive touch points for staff and leadership that provide a space to ensure everyone is working in sync from an operational and service-delivery point. While there is flexibility in how the LLTs create their stand-up meeting structure and schedule, there are important components that are required.

Inclusivity: LLTs must make every effort to share decisions and information with all co-located, semi-co-located and/or regular WSO partners housed outside of the center who are unable to attend stand-up meetings.

Attendance: Co-located and semi-co-located WSO partners are expected to attend stand-up meetings. Other WSO partners housed outside of the center are strongly encouraged to attend these meetings.

Components/Topics: Stand-up meeting components and/or topics should not be driven by any one partner.

Frequency: LLTs must consider multiple elements when creating a stand-up meeting schedule. Staff capacity, size of center and partner participation, need, and value-add for meeting participants. Stand-up meetings are generally 15-30 minutes, with a focus on daily or near future operational information or important topics.

FEEDBACK MECHANISMS

All LLTs with frontline staff input will develop a feedback mechanism to ensure that services are driven by and are meeting business needs, and to ensure that internal communication expectations are met. Feedback mechanisms will be documented and locally tracked to ensure effectiveness of service provision and must include the following components.

Inclusivity: LLTs may not rely on any one partner's feedback mechanism to meet the requirement of this standard. Feedback mechanisms must include a cross partner customer and staff feedback structure that ensures a clear understanding of the current condition.

Intentionality: Feedback mechanism must be intentional and include measurements, which may include any combination of anecdotal, qualitative and/or quantitative measures.

Participation: LLTs must address and develop inclusive feedback mechanisms for job seeker customers engaging in WSO services, business customers, and frontline staff working directly with job seeker and business customers.

Sustainability: Feedback mechanisms must include a process to ensure feedback is regularly reviewed, discussed at a LLT and staff level, and if necessary, follow-up is

addressed. This may include gaps and continuous improvement discussions and spaces to celebrate successes and share best practices.

WSO ON-BOARDING

Partners under the WSO umbrella are individual organizations that have their own internal policies, procedures, training, and onboarding process for their employees. In order to standardize how staff working in the centers are onboarded to WSO specific topics, the LLTs must develop a local process that identifies how all new employees will be welcomed, on-boarded and trained on information specific to the local area, and their WSO center.

The Oregon Employment Department provides training to WSO staff utilizing Employment Department systems on those systems.

PERFORMANCE AND OUTCOMES

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

Core programs are required to report on common performance indicators. Local Workforce Boards will regularly monitor and evaluate local program performance and are responsible for sharing these evaluations with the LLTs on a consistent basis. Official WIOA performance reporting to federal oversight agencies for the State of Oregon are conducted at the state level.

OPERATIONAL STANDARDS ASSESSMENT

In order to continually improve and sustain the WSO Operational Standards, regular assessment of their content and viability for continuous improvement opportunities and best practice sharing is critical. Local standards will be assessed at a minimum of once per year.

SAFETY

WorkSource Oregon centers are required to meet basic fundamental safety requirements to ensure the safety of staff and customers engaging with resources and services. Additionally, the opportunity to continually improve standardization of safety practices within the centers is critical. LLTs in partnership with center safety committees are responsible for creating basic level standards that meet and/or exceed minimum requirements and that consider all facets of safety practices and communication.

SAFETY COMMITTEES

Safety committees are required to take an active role in center safety preparedness and management. Committees are tasked with action-oriented projects to enhance safety measures in a center. These committees will report directly to the LLTs and will be comprised of a representative from all co-located partners. There is flexibility in frequency of meetings. This will be determined and set by the LLTs as it relates to needs in their centers but must meet the minimum OSHA requirements.

CONTINUITY OF OPERATIONS OVERVIEW

A Continuity of Operations Plan (COOP) is available to help organizations recover from a disruption in service. Specifically, the plans provide guidance to ensure WorkSource Oregon Centers can respond effectively to a disruption and restore services to the public as quickly as possible. The COOP can be activated during business and non-business hours, both with and without warning.

When an agency COOP is not available or applicable, LLTs, in conjunction with center management and Safety Committees, should use the COOP template to develop a plan(s) for its centers and an associated process that identifies how the information will be regularly reviewed, updated, and communicated.

The COOP collects important emergency response information from each WorkSource Oregon Center and ensures statewide consistency in the process.

At a minimum, the COOP should include:

- Disaster recovery planning
- Succession planning
- Delegation of authority
- Essential functions
 - Identification of mission essential functions and recovery time objectives
 - Dependencies, both internal and external (including other agencies, business partners, vendors, etc.)
 - Alternate worksite strategies
- Equipment
 - Response to loss of power, phone and computer networks
 - Critical equipment failure
- Human Capital
 - Response to loss of essential (key) staff
 - Response to loss of workforce
- Technology
 - Vital records preservation
 - Emergency communications

LOCAL EMERGENCY RESPONSE COMMUNICATION PLAN

The COOP provides a layer of standard communication that can be isolated to WorkSource Oregon Center staff and does not necessarily include an expanded partner list, nor the LWDB. LLTs will develop expanded communication plans to include their key partners and stakeholders, not housed in a WorkSource Oregon Center. This plan must identify which entity is responsible for implementing the expanded communication plan, what activates this plan and what communication mechanisms will be used to ensure clear, timely and consistent communication.

Training, Testing, Exercising

Local Leadership Teams in partnership with center safety committees will identify local plans to address the following topics:

- Training of WSO team members on all emergency protocols.
- Training of WSO team members on all operational and service-delivery continuity plans.
- Development of annual emergency protocol testing schedules to include operational continuity and recovery.
- Performance of annual review of safety and emergency staff development opportunities that address the current condition of the system and their local environments.

BUSINESS SERVICES

Connecting employers with job seekers is an essential service provided by WorkSource Oregon (WSO) staff. WorkSource Oregon is a multi-agency partnership; therefore, WorkSource Business Services encompasses all WSO partners, and the unique opportunities provided to businesses. These services include customized and staff assisted recruitments, on-the-job training, work experience and internships, the Work Opportunity Tax Credit, Federal Bonding, assistive technology, lay-off aversion, and Rapid Response.

Comprehensive Business Services are offered through WSO centers to ensure that large and small businesses are supported by local sector strategies and investment priorities, led by the local workforce development boards (LWDB). The LWDB, along with the Local Leadership Team (LLT), are responsible for training and engaging WSO staff on local sector strategies, work ready criteria, protocols for recruitment processes, and other WSO business services.

Local Workforce Development Boards are responsible for industry engagement activities and identifying targeted sectors in their area. WorkSource business services strategies should align with the LWDB sector strategies and investments.

Business Services teams are interconnected to WSO exploratory, career services, and training teams who are providing career guidance and placement assistance to qualified job seekers. Work-ready job seekers are matched by the WSO business services team to employers looking for talent.

Business services teams should understand the local talent pool available for referrals and should manage the pool of available work-ready jobseekers by prioritizing customers based on business needs, prioritized populations, and investment strategies outlined in the local plan.

LABOR MARKET INFORMATION

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 job seekers 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 identified by LWDBs, 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.

SECTOR STRATEGIES

Local Workforce Development Boards are responsible for identifying, planning, convening, and facilitating sector strategies work in local workforce areas.

The LWDBs will develop service priorities and dedicate resources based on local plans and investment strategies. Strategies by LWDBs 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.

RECRUITMENT SERVICES

Placement and recruitment activities must include a mechanism for employer feedback (developed by LWDBs and LLTs) to validate the quality of referrals, monitor outcomes, and adjust local career and training services. Feedback will be shared with WSO staff to ensure continuous improvement of recruitment services and candidate referrals.

JOB POSTING/LISTINGS

WSO staff will provide services to employers by posting job listings for open positions in a labor exchange system to be determined by co-located partners. Jobs are entered via automated mechanisms, self-service features, or staff-assisted services. All co-located WSO staff may access the labor exchange system to enter job listings. LLTs will ensure that any WSO staff posting job listings has been trained to do so.

JOB SEEKER 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 required sequence of services in WSO centers.

FOUNDATIONS OF SERVICES DELIVERY

As defined in WIOA and state policy, and as part of the center certification process, there are three levels of access within WSO centers. “Access” to programs and services means having:

1. Program staff physically present at the WorkSource Oregon Center; or
2. Partner program staff physically present at the WorkSource Oregon Center who are appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
3. Making available a direct linkage through technology to program staff that can provide meaningful information or services.
 - a. A “direct linkage” means providing direct connection at the WorkSource Oregon Center, within a reasonable time, by phone or through a real-time web-based communication to a program staff member who can provide program information or services to the customer.
 - b. A “direct linkage” cannot exclusively be providing a phone number or computer website or providing information, pamphlets, or materials.

SERVING A COMMON CUSTOMER

At comprehensive or affiliate WSO centers, services must be available for access (via one or more methods of access defined in the Foundations of Service Delivery guidance) for any and all of the required programs and activities that are carried out in the local area in real time (via email, text phone, virtually etc.). In the event that a customer is handed off from one staff to another in order to access a program or service, it is preferred that this “warm handoff” occur prior to the referring staff moving on to assist another customer. In the event this is not possible, the handoff must occur in-person, via phone, virtually or email, and no later than the end of the workday. Staff receiving a communication will acknowledge receipt of the contact and attempt to contact the participant within one working day of the contact.

All WSO centers will ensure adequate staff coverage greet customers in a timely manner.

WSO CENTER GREETING

All customers entering a WSO center will be greeted and screened for priority of service. Staff will engage customers to adequately understand the reason for a customer’s visit to the center.

Greeting Question Examples:

- What brought you in today?
- How can I help you?
- What goal do you have that I can help you accomplish today?

After initial greeting, and listening to the customer needs, staff will inform the customer on available center services as they relate to their articulated goals and assist them in navigating center resources. This may include navigation of center resources, a referral

to a partner agency, or queuing for a customized one-on-one conversation with the next available staff or to schedule a more convenient time for the customer (either in-person or virtually).

VIRTUAL SERVICES

Virtual services provide customers of WSO an alternative way to engage with staff and access services without having to visit a center in person. With the addition of this access point, a process to ensure standardization of the customer experience is necessary. Local standard elements must include:

Messaging: All staff of WSO will use standard messaging to explain virtual access and services to a customer. The LLT is responsible for the development of this standard messaging.

Appointments: All staff of WSO will follow a similar process to schedule virtual appointments with customers that considers the specifics to each center such as technology; co-located partners; and staffing capacity. If technology differs between partners, the local standard must identify how the LLT ensures a similar process from one partner to another.

Communication: All staff of WSO will follow a similar process when communicating with customers' virtually. This must include standard communication on the process and requirements for accessing services virtually. Communication should be standard whether in-person, via email, written document, phone engagement or virtually.

ONE-ON-ONE

During a one-on-one appointment, staff will review, assist with, or conduct basic registration requirements; provide additional information about services related to a customer's identified goals; and provide guidance on next steps based on a customer's needs, interests, and goals. During and after a one-on-one staff are required to identify, articulate, and document a customer's next steps.

NEXT STEPS

- Each time a customer engages in the next step in their journey, staff are required to confirm, and update required registration elements as needed.
- Staff will ensure all identified next steps are planned, scheduled, and documented.
- Staff will provide Labor Market Information (LMI) and referrals to appropriate resources and partner services.
- All services and referrals will be documented in the appropriate partner management.

WORK READINESS

Work readiness is the level of preparedness of an individual to pursue employment. Customers will be designated work-ready status in accordance with the area's work-ready assessment plan.

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 employability skills (sometimes called “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 job-seekers 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

Customers referred for employment must meet both the business needs and the requirements of the job(s) to which they are referred. These criteria are met through skills validation and work ready services, an essential component of the WSO menu of services.

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 iMatchSkills registration, a résumé, application materials, addressed barriers to employment and basic needs, demonstrated essential employability skills, demonstrated interview skills, and possess networking/social media and digital literacy that are relevant with their career goals. Once customers are determined work ready, they may be included in the available talent pool to be considered for job referrals.

Prior to referral, WSO staff will follow their local area work ready criteria to ensure that participants have the tools and skills they need to secure employment for their occupational goal. Work ready criteria may include an evaluation of work history, credentials, hard skills, and essential employability skills. LWDBs must work with their Local Leadership Teams to develop, implement, and maintain a work ready process that includes skill development, skill validation, prioritization of work ready candidates, and tracking work ready candidate pools. WSO business services staff will recruit from pools of qualified candidates to ensure effective job matching.

Local areas may format a work ready 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 verify that the customer has an active registration through I-Trac/iMatchSkills.
2. Occupational Goal: Staff verify that the customer has a career goal and has identified a target occupation, type of work, wage needed, location factors, and work environments.
3. General Résumé: Staff verify the customer has an adequate résumé that can be customized for specific job referrals.
4. Application Information and Materials: Staff verify through customer self-attestation that the customer has gathered and/or has access to the following information for use in completing job applications:
 - a. Dates of employment
 - b. Reason for leaving
 - c. Employer addresses and contact information

- d. References
 - e. Letter(s) of recommendation
 - f. General Education as required for their occupational goal
 - g. Industry certificates or licenses
 - h. List of hard skills acquired
 - i. Completed iMatchSkills profile
 - j. Professional email address
 - k. Professional voicemail
 - l. I-9 documentation
5. Barriers/Basic Needs Addressed: Staff verify through customer self-attestation that the customer has addressed barriers to successful employment and has the resources to be successful on the job.
 6. Basic Skills Demonstrated: If appropriate for their occupational goal, staff verify, through customer self-attestation, that the customer holds a high school diploma, GED, and/or NCRC.
 7. Hard Skills: Staff validate hard skills as requested by the employer for a position (licenses, certificates, or other industry qualifications), and in a manner satisfactory to the employer (on résumé, hard copy certificate, transcript, hard skills test such as Prove It!, etc.)
 8. Essential Employability Skills Demonstrated: Staff utilizes observations in interactions and asks questions aligned with core workshop content to assess and verify that essential employability skills are demonstrated.
 9. Interview Skills Demonstrated: Staff utilizes questions aligned with core workshop content to assess and verify that interview skills are demonstrated.
 10. Basic Computer Skills: Staff assess and verify that the customer has basic computer skills appropriate to their occupational goals.
 11. Networking/Social Media Skills: Staff verify that the customer has networking/social media skills appropriate to their occupational 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.

Local areas may format materials and checklists to fit local needs, and may add criteria to 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, if required by the employer.
- 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.

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 access to staff-assisted Talent Development Workshops to teach essential employability skills for work readiness including (at a minimum): Résumé Development, Basic Computer Skills, Interviewing Skills, Networking/social media, and essential employability skills.

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 access to 1:1 staff support to develop an error-free general résumé that can be customized to specific jobs and recruitment activities.

BASIC COMPUTER SKILLS

Basic Computer skills workshops must have in-person delivery options in every workforce area.

1. Log In and Out: Customers receive instruction on how to turn on and log into a computer; and sign off 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.

ESSENTIAL EMPLOYABILITY SKILLS

1. Definition of Essential employability skills and their Importance: Customers will learn about essential employability skills, defined here as: essential employability Skills go by many names, such as soft skills, interpersonal skills, essential employability skills, social skills, 21st century skills, and applied skills. They are the collection of skills necessary to succeed in the workplace beyond those typically learned in academic settings. They are sometimes referred to as behaviors and traits but can be learned and refined through experience, modeling, and practice. They include, but are not limited to, adaptability, critical thinking, communication, empathy, open-mindedness, problem-solving, teamwork, and work ethic. The number of essential employability skills and the individual importance of each cannot be disconnected from industry and occupation.
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 questions, 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.

TALENT DEVELOPMENT SERVICES

Talent development increases capacity for someone to learn and/or demonstrate work-related skills. All centers will offer access to staff-assisted talent development workshops to teach essential employability skills for work readiness including (at a minimum): résumé development, basic computer skills, interviewing skills, networking/social media use, and essential employability 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 study skills, communication skills, interviewing skills, punctuality, personal maintenance skills, professional conduct, and financial literacy.

Talent development workshops will be available to customers in every workforce area in the following formats:

1. **Remotely** – Customers are able to access workshops online and outside of centers.
2. **In-center Remote** – Customers are able to access remote workshops in center computer labs or resource rooms. When customers are accessing remote workshops in centers, center staff should be available to help them get connected to the workshop and prepared to support them in reinforcing training content.
3. **In-center In-Person** – Workshops delivered in person in the center. Basic Computer skills workshops should have in-person delivery options in every workforce area.

Talent development services are essential to the development of Certified Work Ready Communities, involving attainment of National Career Readiness Certificates (NCRCs) and essential employability 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.