



Region 12 One-Stop Operator Business Plan

WORKSOURCE PENDLETON

May 1, 2007



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WorkSource Pendleton - One-Stop Business Profile

A consortium of partners, included in the Resource Sharing Agreement of the One-Stop, provides direction and operational guidelines to the Designated Lead: Kathy Mendoza, Manager Oregon Employment Department, 407 SE 7th, Pendleton, Oregon 97801, Ph: 541-276-9050 X 222. Kathy.J.Mendoza@state.or.us

Open Monday – Friday, 8AM-5PM

Consortium

Partners off Site: Blue Mountain Community College (BMCC), Educational Service District (ESD), Oregon Human Development Corporation (OHDC), and The Confederated Tribes of the Umatilla Indian Reservation (CTUIR).

Partners on Site: Oregon Employment Department (OED), Department of Human Services (DHS), Community Action Programs of East Central Oregon (CAPECO), and Office of Vocational Rehabilitation Services (OVR).

DEFINING THE BUSINESS

The Pendleton One-Stop serves all communities in Region 12, Umatilla and Morrow counties. Pendleton is the county seat with the highest population center in Region 12 with many workforce partners having their main offices located in Pendleton.

The Pendleton One-Stop does not serve organizations; rather, our purpose is to provide a central location for all workforce needs of an individual's job search and training. It also serves individual businesses with labor market information, training and recruitment.

The One-Stop Mission and Vision is: "Meet the education, training and employment needs of job seekers, workers and employers in Morrow and Umatilla Counties."

Our primary business objective at the Pendleton One-Stop is helping job seekers become successful employees and businesses become and remain profitable with a qualified workforce.

We are the go-to business for those seeking training or career changes and employers needs for recruiting, training and labor market information needs.

Our One-Stop is central to other community organizations, in that they refer job seekers and employers to us for assistance in training, job seeking and recruitment. Conversely, we refer workers and businesses to our community organizations for the services they provide.

LEADERSHIP

RESPONSIBILITIES

The Pendleton One-Stop is located within the Oregon Employment Department. The OED manager is therefore the Designated Lead, overseeing the daily operations including but not limited to:

- ✓ Monitor adherence to the provisions of the Memorandum of Understanding.

CAPECO is the Title 1B provider and has the following responsibilities.

- ✓ Manage fiscal responsibility for the center
- ✓ Act as liaison with the LWIB and center
- ✓ Facilitate the sharing and maintenance of data – primarily the center, secondary the state system overall.
- ✓ Define clearly and communicate the strategic objectives of the LWIB to the One-Stop center partners

The Consortium shares responsibility for the following:

- ✓ Design the integration of systems and coordination of services for the site and partners.
- ✓ Evaluate performance and implement required actions to meet standards.
- ✓ Evaluate customer needs and satisfaction data for continuous improvement and service strategies.
- ✓ Plan and report responsibilities.
- ✓ Market One-Stop services.
- ✓ Recruit additional partners.
- ✓ Define and provide means to meet common operation needs – i.e. training, technical assistance, additional resources, etc.
- ✓ Assess continuously customer needs and recommend to the LWIB on the need for additional access points or specialized centers.
- ✓ Respond to the community needs.
- ✓ Facilitate groups/teams on common issues – what works, what doesn't
- ✓ Ensures that training is available at the One-Stop.

Title 1B and DHS provide training in the One-Stop.

BMCC provides training for JOBS clients as contracted through DHS.

Oregon Vocational Rehabilitation Services provides counseling and training for people with disabilities that are seeking employment.

The management of these organizations meets monthly to discuss the One-Stop operation in addition to, as needed emails regarding the same.

LEADERSHIP (CON'T)

Oregon Employment Department has a chain of command policy and a senior representative will have responsibility for the Center when management is offsite.

The vision and direction set by the RWIB is communicated to the staff by management via email, phone or by holding a One-Stop meeting. The consortium ensures its values are being implemented throughout the Center by on-site supervision, weekly surveys of customers and various performance reports.

Effectiveness of the management is measured by the performance reports and outcomes of the One-Stop on hires, placements, retention, etc., and by customer surveys.

Management is better defined and strengthened through the consortium planning the operations of the center, developing the strategic plan, setting goals and monitoring results. We are able to reduce duplication of services and leverage available resources and staffing within the region. Partnering also allows us to increase the service capacity of all concerned.

Management will incorporate the LWIB strategic plan into our regional plan. Using customer data, which does not identify the individual, as a tool in planning services at the One-Stop, determining use of existing services and whether our services are reaching target groups.

RELATIONSHIPS & ROLES

On-Site

Partner	Role in Management and/or Organization of Center	Contact
Oregon Employment Department	Acts as the Designated Lead, overseeing daily operations. Provide referrals to partners. Member of RWIB.	Kathy Mendoza, Manager kathy.i.mendoza@state.or.us Employment Department 408 SE 7 th , Pendleton, Or 97801 (541) 276-9050 X222
Department of Human Services	Provides in-put to the RWIB and manager regarding the One-Stop. Provide referrals to partners. Member of RWIB.	Ivonne Lopez, Region Manager ivonne.lopez@state.or.us Dept. of Human Services Hermiston, Or 97838 541 567-2274 ext. 230
Vocational Rehabilitation	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB.	Kris Kennedy Kristina.Kennedy@state.or.us 500 Summer Street NE, E-87 Salem, OR 97301 503-945-6260
CAPECO	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB. . Acts as the Agreement Manager for the Resource Sharing Agreement and as the Fiscal Agent for the RWIB.	Deborah Hayward, Director Workforce Programs dhayward@capeco-works.org CAPECO 721 SE 3 rd Ste. D, Pendleton, Or 97801 (541) 276-5667

RELATIONSHIPS & ROLES (CON'T)

Off-Site

Partner	Role in Management and/or Organization of Center	Contact
Confederated Tribes of the Umatilla Indian Reservation	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB.	Jue-Jue Withers-Lyons, Human Resource Manager juejuewithers@ctuir.com 73239 Confederated Way, Pendleton, Or 97801 (541) 276-3570
Blue Mountain Community College	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB.	Margaret Saylor, Senior Associate, Vice President msaylor@bluecc.edu 980 S.E. Columbia Dr Hermiston, Or 97838 (541) 564-9021 X 3300
Educational Services District	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB.	Caryn Appler carynappler@umesd.k12.or.us 2001 SW Nye, Pendleton, Or 97801 541-966-3178
Oregon Human Development Corporation	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB	Susi Ortega, Workforce Services Coordinator sortega@ohdc.org 950 SE Columbia Dr. Ste. B Hermiston, Or 97838 (541) 564-5687

The consortium of partners of Region 12 ensures a seamless delivery of services by actively engaging in quarterly Regional Workforce Investment Board meetings. Utilizing the quarterly meeting, the consortium discusses operations and goals of the One-Stop and the region taking into consideration the region's demographics, individual agencies needs and joint goals they devise strategies and processes to ensure a system that is cohesive, dynamic and effectively meets the needs of our communities. They share financial responsibility for the One-Stop, increasing our need to be aware of the day-to-day operations and services.

CUSTOMER AND MARKET FOCUS

Customer demographics and special populations

Customer Category Job Seekers	Demographics
Total Population Region 12	81543
Hispanic Population	14052
Veterans	8843
Disabled	8353
Unemployed	3085
Low Income	10141
Limited English Proficiency	12950

Source: 2000 Census

Region 12 strives to reach all job seekers within the region to provide career and training opportunities, interviewing skills training, résumé development, job seeking tips, etc.

Title 1B and DHS partners provide assistance in transportation, child care, life skills and basic needs to low income or dislocated workers.

Oregon Employment Department provides assistance to veterans in seeking training, employment and referral to any support entity to which veterans are entitled.

All partners provide services in any language or alternate means for LEP and people with disabilities.

Our job seeker strategies/service design is based upon the Workforce Investment act, the needs expressed by job seekers and businesses, the economy, our demographics and current labor trends. In meeting those needs we expect to help business profit and grow so they can employ more workers; thereby, benefiting the regional economy.

The current satisfaction rate and historical satisfaction rate of the One-Stop Center is high. Customer surveys of job seekers are very favorable and there are many success stories.

Our objectives towards business is to provide them with the best qualified workers, assist them with training incumbent workers, expanding their business and improving their bottom line; thereby, improving the regional economy and providing more job and training opportunities for job seekers.

CUSTOMER AND MARKET FOCUS (CON'T)

We have identified industry clusters and identified training needs to provide those industries with qualified workers. By identifying industry clusters along with our economic development partners, we can concentrate on attracting like or complementing business to the region and prepare the workforce for those jobs. Our Market Penetration rates are listed in Appendix A.

Our employer strategies/service design again is based on an analysis of successful businesses already in the region, what business would compliment those industries and what they have told us are the barriers to expanding. With this knowledge we can strategize with economic development and our training partners to help existing business to expand and attract new businesses as well, benefiting the regional economy. We are also able to identify training and information businesses want and need and respond with seminars, etc.

Our regularly scheduled surveys indicate businesses are happy with the One-Stop services, our training response team and our RWIB.

We ensure continued relevance of our service offerings for our customers, both job seeker and business, by listening to them when they express their needs and by soliciting in-put via surveys and forums.

Targeted program outreach efforts for businesses are based on our market penetration which shows Region 12 has done it's marketing to existing businesses. We contact new businesses offering the services of the One-Stop and the individual partners. Many times we are presenting to prospective businesses that have not yet decided to locate in our region.

There are targeted program services determined by Federal Regulations such as, veterans and migrant and seasonal farm workers. The targets are based on population demographics. Equitable service is provided to the targeted populations as are provided to the general population.

INFORMATION GATHERING AND DECISION MAKING

<u>Benchmark/Measure Selected</u>	<u>Reason Selected</u>	<u>Method of Gathering</u>	<u>Info Gathered</u>	<u>Improvement</u>
Employer Satisfaction	Required Measurement	Monthly Customer Surveys	Responses to service satisfaction questions.	Review for addition services/needed changes.
Job Seeker Satisfaction	Required Measurement	Monthly Customer Surveys	Responses to service satisfaction questions.	Review for addition services/needed changes
Market Penetration	Increase Business	OED Penetration Reports	Number of total businesses vs. businesses served.	Market to business not using our services.
Marketing	Increase Visibility & Usage	Self-Assessment Resources/Visibility	Current signage, brochures and advertising	Update and increase visibility.
Delivering Quality Services to Job Seeker & Employer	Increase Resources & Opportunities	Self-Assessment Resources/Visibility	Current resources, availability & access.	Update, consider new resources.

HUMAN TALENT

We organize and manage work to promote interagency cooperation, problem-solving and innovation by collaboration and openness. Staff is encouraged to communicate with one another, make suggestions for improvement and ask one another for assistance in providing optimum service to our customers. Many times this assistance provides a training opportunity for another partner.

Training is determined by our programs and services needs. Interagency training is provided to all staff in the One-Stop, usually provided by one of the partner agencies. Management advises one another of available training opportunities.

Each partner has a staff evaluation system in place to support improved performance. Staff of the One-Stop are evaluated by their own agency with in-put from the Designated Lead.

Staff are recognized and rewarded by open praise for a job well done or team involvement. Again open communication is encouraged and that includes verbal praise, flowers, food, a certificate or card of appreciation, a small fete in someone's honor or as a celebration of a team effort.

At this time, I think we have optimized our staff and resources through the Resource Sharing Agreement and our individual budgets that are reduced each biennium. We have collectively reviewed our services to cut duplication and provided in-kind contributions where possible.

Ethics are promoted throughout the One-Stop by the Designated Lead in conjunction with the partner consortium. Staff knows and understands these ethical expectations through training and evaluation as well as common sense and good judgment. Our hiring practices ensure the quality of staff at the One-Stop is the best.

PROCESS MANAGEMENT

Agencies and workers communicate about customers, services and practices via phone, email, one-on-one in-person discussions, meetings, notes and through the tracking system in iMatch which provides a single database of information on customers of the One-Stop.

The universal services available are listed in **Appendix B**.

The process used to ensure access by customers is the initial orientation and in-person interview held during the customer's first visit to the One-Stop or in orientation by a specific partner program.

New services added since initial certification include; classes in life skills, computer programs, job seeking and career search. These are to assist job seekers with work search, wage gain and job retention.

PROCESS MANAGEMENT (CON'T)

Services beyond universal that are available include; vocational counseling, classes in Life Skills, veteran's services, and training.

The processes used to ensure access by customers are trained staff aware of specific services provided by the partners, partner meetings to keep everyone informed of services, postings in the One-Stop and marketing.

Processes and tools used to ensure customers are provided access to partners' programs and other community programs include unemployment insurance claimant's orientation, the One-Stop orientation, referrals from partners and postings in the One-Stop and marketing.

Customers are provided accurate, timely consumer reports information to assist them in making choices among service and training providers through OED publications such as Labor Trends and the OLMIS website, the Eligible Training Providers list on the Community Development and Workforce Development website, in addition to our greeter orientations, meetings and group sessions.

BUSINESS RESULTS

Our Market Penetration is demonstrated in **Appendix A**. This report measures the total number of businesses in our region vs. the number of businesses utilizing the services of the One-Stop and the affiliated sites. Our penetration is high compared to the statewide comparison. We have asked for additional information on the businesses not yet using our services such as business names, contacts, location and number of employees. Using these reports as a baseline will assist us in tracking historical trends/

Since the initial certification we have experienced a couple large business closures in the region, formed the Workforce Response Team providing training funds to business, suffered budget cuts within our agencies as well as support to the RWIB and One-Stop and waited for resolution on confidentiality access to systems by partners.

We have provided quick response teams to closures and obtained grants to serve dislocated workers with training, relocation or finding new employment.

We developed forms and issued training funds to qualified businesses for their incumbent workers.

During times of budget cuts everywhere we have brainstormed ways to do more with less without duplication by combining resources.

Through many changes in confidentiality requirements we have continued to partner and do business within the guidelines we were given with great success.

Job seeker and business feedback tell us they are happy with our services with an occasional suggestion for another service or newer methods of training and development.

APPENDIX A

MARKET PENETRATION REGION 12

01-JAN-07 31-MAR-10 07

Sector NAICS Sector Title

Listing Firms

Subject Firms

%Penetration

	NAICS Sector Title	Listing Firms	Subject Firms	%Penetration
11	Ag, Forestry, Fishing & Hunting	14	77	18.2
21	Mining		4	
22	Utilities	1	3	33.3
23	Construction	16	125	12.8
31	Manufacturing	17	30	56.6
42	Wholesale Trade	12	41	29.3
44	Retail Trade	21	180	11.7
48	Transportation and Warehousing	11	69	16.9
51	Information	3	28	10.7
52	Finance and Insurance	8	83	1.1
53	Real Estate and Rental and Leasing	3	60	5
54	Professional, Scientific, & Technical Services	5	85	5.9
55	Management of Companies & Enterprises	1	2	50
56	Administrative, Support, Waste Management and Remediation Services	11	22	50
61	Educational Services	4	35	11.4
62	Health Care and Social Assistance	25	165	15.2
71	Arts, Entertainment, and Recreation	2	28	7.1
72	Accommodation and Food Service	22	138	16
81	Other Services	5	165	3.
92	Public Administration	10	101	10.4
	Area Total Percentage	198	1474	13.4

APPENDIX B

UNIVERSAL SERVICES - REGION 12

WORKSOURCE PENDLETON

- ✓ iMatch Registration
- ✓ Orientation and Intake
- ✓ Job Search Assistance
- ✓ Labor Market Information
- ✓ Career Information
- ✓ Weekly Connection (Job club)
- ✓ Resume Workshop
- ✓ Cover Letter Workshop
- ✓ Gaining Control
- ✓ Work Readiness Alternative Workshop
- ✓ Introduction to Computers
- ✓ Microsoft Word
- ✓ Microsoft Excel
- ✓ Marketing Yourself
- ✓ Behavioral Interviewing
- ✓ Stress Management
- ✓ Living you Colors
- ✓ Job Market/Job Skill