



October 25, 2023

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# Towards a Unified Definition of Workforce Development

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Prepared for  
**Committee on City Workforce Alignment**

# Workforce Alignment Ordinance No. 209-22

- **Public body** with City, labor, and community representation
- Define "**workforce development**" and **adopt uniformly**
- Integrate Citywide **racial equity policy goals** and benchmarking goals
- Achieve **client de-duplication** and evaluate **program-level data** to increase effectiveness for measurable success
- Coordinate resources and decision-making in line with **sector strategy and demand-side analysis**



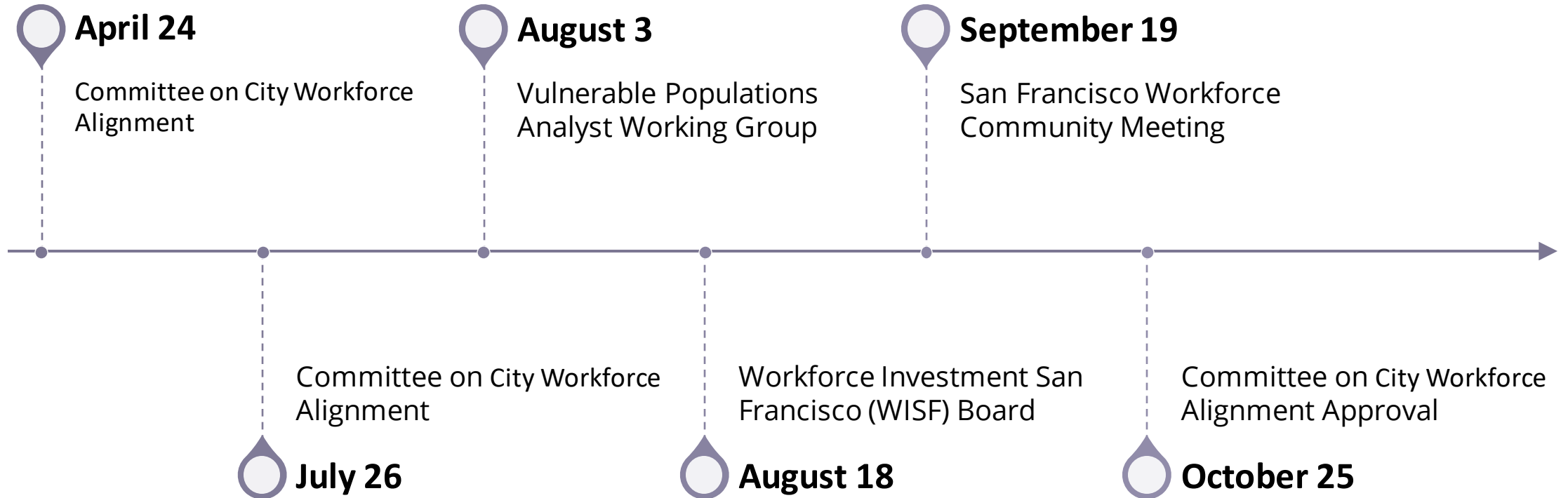
# Purpose of Establishing a Unified Definition

- Establish standard definition by which to categorize programming.
- Develop an equitable and unified approach, goals, and outcomes.
- Communicate availability and impact of workforce programming.
- Integrate standard definition into procurements, grants, and contracts.
- Set expectations with participants, employers, and providers for available services.
- Benchmark system inputs, outputs, outcomes, and costs.



REVIEW PROCESS	STAKEHOLDER CONTENT
<p><b>CCWA Meeting Workforce Development Definitions &amp; Critical Themes</b></p>	<p>BOS, HRC, OEWD, SFHSA, DCYF, DHR, PUC, DPH, DSHS, APD, DPW, Young Community Developers, Self-Help for the Elderly, Northern California District Council of Laborers, Hospitality House</p>
<p><b>Workforce Inventory Definitions &amp; Services</b></p>	<p>APD, DCYF, DHR, DOSW, DPH, DPW, ENV, FIRE, HRC, SFHSA, HSH, MOHCD, OCEIA, OEWD, PRT, PUC, RPD, SFDAT, SFPDR, SFMTA, SFO, SFPL, SHF, TIS</p>
<p><b>Legislation &amp; policies governing provision of workforce services</b></p>	<p><b>US</b> - Workforce Innovation and Opportunity Act, Temporary Assistance for Needy Families, Department of Labor, Housing and Urban Development  <b>CA</b> - Welfare and Institutions Code, Penal Code, Unemployment Insurance Code, Education Code, Mental Health Services Act, AB 109  <b>SF</b> – Admin Code Workforce Alignment, Admin Code Children &amp; Youth Fund, Ord 188-19 Office of Racial Equity, Prop C OCOH, DHR Employee Handbook</p>
<p><b>Websites and procurements of Alignment member agencies</b></p>	<p>BOS, HRC, OEWD, SFHSA, DCYF, DHR, PUC, DPH, DSHS, APD, DPW, Young Community Developers, Self-Help for the Elderly, Northern California District Council of Laborers, Hospitality House, Bay Area Community Resources, Building and Construction Trades</p>

# Stakeholder Input Process



# Critical Themes from Committee

Family sustaining  
wages and pathways  
out of poverty

Intentionality and  
impact

Equity, inclusion, and  
empowerment  
through economic  
opportunity

Future of work,  
succession planning,  
and economic  
recovery

Skill development,  
career pathways,  
advancement

Partnership,  
collaboration with  
government agencies  
and communities

Data, evaluation, and  
data-driven  
management

Adaptability,  
innovation, and  
seamless systems

# Critical Themes from Community

Worker Retention  
and Learning

Social  
Rehabilitation and  
Career Laddering

Leveraging Lived  
Experience

Addressing  
Workforce  
Readiness/Literacy

Economic  
Vulnerability  
Perspective

Supply-Side  
Priorities and  
Employer Services

Diversity and  
Language  
Accessibility

Inclusivity and  
Specificity



# 60+ Available Workforce Services

**WORKFORCE NAVIGATION:** Outreach, Referral, Orientation, Information Sharing, Referral, Skill & Career Assessment, Provision of Labor Market Information, Individual Career Planning, Career Coaching, Individual Case Management, Intensive Case Management, Career Exposure, Networking & Social Capital Development, Mentorship

**EMPLOYMENT SERVICES:** Job Search, Job Development, Resume Writing, Interview Preparation, Job Club/Job Seeker Support Services, Job Fairs, Job Placement, Subsidized Employment, Retention Services, Layoff Aversion, Employer Engagement/Concierge, Tax Credit Advising, Employment Bonding, Skills-Based Hiring

**TRAINING:** Basic Skills, English, Digital Literacy, Financial Literacy, Job/Workplace Readiness, Sector-Specific Job Readiness, Vocational, Occupational, On-the-Job, Project-Based Learning, Internship, Fellowship, Entrepreneurial, Pre-Apprenticeship, Apprenticeship, Training Scholarships (ITAs), Incumbent Worker

**SUPPORTIVE SERVICES:** Childcare, Transportation, Social Service Navigation, Driver's License Acquisition or Record Remediation, Drug Testing, Legal Aid Services, Assistance with Work-Related Expenses, Clothing and Supplies, Referrals to Mental and Behavioral Health

**EDUCATION SUPPORT:** HS Diploma/GED Attainment, Educational Testing Fees, Assistance with Education-Related Expense, College Degree Barrier Remediation

**YOUTH DEVELOPMENT:** Young Adult Workforce Services, Mentoring, Youth Internship, College Prep, & Placement in Post-Secondary Education



# Proposed Components

## **"Workforce Development" shall include:**

1. Funding entities
2. Types of services
3. Outcome and labor market connectivity
4. Impacts
5. Equity statement

- Data conditions
- Caveats



# Proposed Definition

## **"Workforce Development" shall mean publicly-funded services including:**

1. workforce navigation, employment, training, supportive, educational support, and youth development services;
2. in preparation for employment or placement in post-secondary education;
3. which lead to family-sustaining wages, career pathways with an emphasis in high-growth sectors or in-demand occupations, quality jobs, and/or union membership; and
4. prioritize participants who experience economic vulnerability.

# Proposed Definition

## **Caveats & Conditions:**

- *Publicly-funded services must commit to data collection and collect enrollment, completion, and placement data at a minimum.*
- *Services which do not meet these criteria must be connected to a workforce program to be considered eligible for categorization and funding.*
- *The definition will be revisited biennially with the submission of updates to the Citywide Workforce Development Plan.*



SAN FRANCISCO

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT



**DISCUSSION**

