

# GOAL THREE: Invest in Workforce Development Across the Life Course

## Committee & Community Priorities

*Skills Development, Collaborative Partnerships, Youth Workforce Development, Workforce Development for Older Adults, Future of Work, Succession Planning, Employer Interventions*

### What does success look like?

- Participants access the workforce development system at any stage of their careers and across their life course.
- Workforce development services are client-centered and community-embedded.
- More youth, young adults, and older adults access workforce services.
- More employers partner closely with City and workforce providers.
- The City makes age standard policy changes, especially for youth and young adults.

### Background and Process

Through two community meetings held in September 2023 and March 2024, community members co-developed the initial actions for each outcome, which were incorporated into the Plan. These meetings were crucial in shaping the direction of our approach.

Alongside these community contributions, CCWA working group members led a series of discussions to refine these actions. This collaborative process allowed us to produce a more focused and streamlined set of revised actions. The ongoing insights and input from the community were essential in guiding and informing the work of the group.

### Outcome 3.1: Ensure workforce system meet the needs of individuals across their life course from pre-employment through full retirement.

Action	Priority	Lead	Deadline	Cost
Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).				
Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives, including retirement planning and part-time or return to the workforce from retirement.				

### Initial Actions

- *Map life course stages for world of work (e.g., youth development, early skill development, new career, mid-career, career changer, retiree, workforce returner).*

- *Conduct audience segmentation and needs assessments to tailor skill development initiatives to the unique needs of different target populations.*
- *Ensure training and development programs address the evolving needs of individuals from the start of their careers to retirement by designing programs that help individuals transition between different stages of their careers and lives, including retirement planning and part-time or return to the workforce from retirement.*
- *Implement work-life experience opportunities and credit-for-prior-learning programs to address the paper ceiling.*
- *Ensure inclusive practices to minimize participant disengagement.*

### Outcome 3.2: Awareness of programs and career options and how to access them.

Action	Priority	Lead	Deadline	Cost
Expand persistent outreach by providing multilingual materials and support, conducting door-to-door campaigns, utilizing social media, partnering with libraries and schools, and participating in community events to reach a wider audience.				

#### Initial Actions

- *Ensure apprenticeship and vocational programs are accessible for speakers of the top 5-10 languages in San Francisco, beyond just English and Spanish.*
- *Conduct door-to-door outreach and engage in social media campaigns to raise awareness of programs.*
- *Table at community events and highlight success stories through social media platforms.*
- *Collaborate with libraries and local schools to provide in-person support and guidance to potential participants.*
- *Expand community outreach efforts to social and community settings to reach a wider audience.*
- *Strengthen partnerships between educational institutions, community organizations, and employers to expand apprenticeship opportunities.*
- *Establish career counseling and mentorship programs to guide participants.*

### Outcome 3.3: Develop additional workforce programs and services to meet community-identified needs.

Action	Priority	Lead	Deadline	Cost
Develop coordination process for proposed programs and services				
Develop a comprehensive approach to resource allocation for proposed programs and services. This involves aligning departmental procurement processes and exploring collaborative procurement opportunities.				

- Develop coordination process for proposed programs and services, such as:
  - Bridge programs to help individuals with foundational skills before they enter career pathway program.
  - Skill-building programs for digital literacy, communication, and occupation-specific skills.
  - Financial literacy education integrated with workforce development.
  - Flexible courses and training opportunities for homemakers and others with family caregiving responsibilities.
  - Mentorship programs to provide guidance and support throughout an individual’s career journey.
  - Wellness programs to teach “wellness in the workplace” behaviors before a participant is placed in employment.
  - Paid training options for skill development and career advancement.
  - Opportunities for volunteering and developing soft skills in work settings.
  - Occupational skills training tailored to the needs of diverse participants.
  - Support for participants to improve language fluency and upgrade their skills.
- Develop a comprehensive approach to resource allocation for proposed programs and services. This involves aligning departmental procurement processes and exploring collaborative procurement opportunities.

**Outcome 3.4: Provide young people with access to work experience and career opportunities.**

Action	Priority	Lead	Deadline	Cost
Improve coordination among youth workforce programs to identify and address gaps, while reducing duplication of efforts.				
Incorporate financial literacy education into workforce development initiatives, with a focus on financial empowerment, wealth building, and financial justice.				

**Initial Actions**

- *Improve coordination among youth workforce programs to identify and address gaps, while reducing duplication of efforts.*
- *Incorporate financial literacy education into workforce development initiatives, with a particular focus on serving youth.*
- *Establish mentorship programs that connect young people with experienced professionals, such as C-suite executives and managers.*
- *Explore opportunities for youth to rotate through different roles and departments within companies to support career exploration.*

**Outcome 3.5: Improve employer engagement in the workforce development system.**

Action	Priority	Lead	Deadline	Cost

- Dedicate staff roles to collaborate with employers, market apprenticeship programs, and assist with program administration.
- Provide longer wage subsidies for businesses that train and hire San Francisco residents.
- Offer education and resources on independent contracting and business ownership.
- Support entrepreneurship pathways that lead to LLC development and budgeting skills.
- Create specialized training programs and on-call staffing pools for small business owners.
- Implement interventions that support employers, such as short-term employment trials to assess job fit.
- Bring in more partner companies to expand opportunities for high-road jobs and workforce development.
- Invest in higher wages and career ladders within nonprofit organizations to support workforce development.
- Identify job opportunities within government organizations that do not require college degrees.
- Facilitate access to job-ready individuals for industries facing worker shortage.
- Provide succession planning training and resources for organizations to support knowledge transfer.

Who will lead this work?

BACR, DCYF, HRC, SHE, YCD

When will CCWA complete this goal?

July 2026