



**July 26, 2023**

---

# **Towards a Unified Definition of Workforce Development**

---

**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**




# Ordinance No. 209-22

## SEC. 30.5. COMMITTEE ON CITY WORKFORCE ALIGNMENT.

(a) The City hereby establishes a Committee on City Workforce Alignment ("Alignment Committee") comprised of City employees and community representatives as provided below. The Alignment Committee shall coordinate Workforce Development Services across City departments in order to increase their effectiveness through methods such as program evaluation and deduplication of client data. The Alignment Committee also shall establish a definition of the term "workforce development" that shall be uniformly adopted across City departments, as well as a shared approach to Workforce Development Services that leads to measurable system success.

# 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.
  - **Other thoughts from the Committee?**
- 

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, HAS, 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  <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>

# Critical Themes from Members

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





# Available Workforce Services

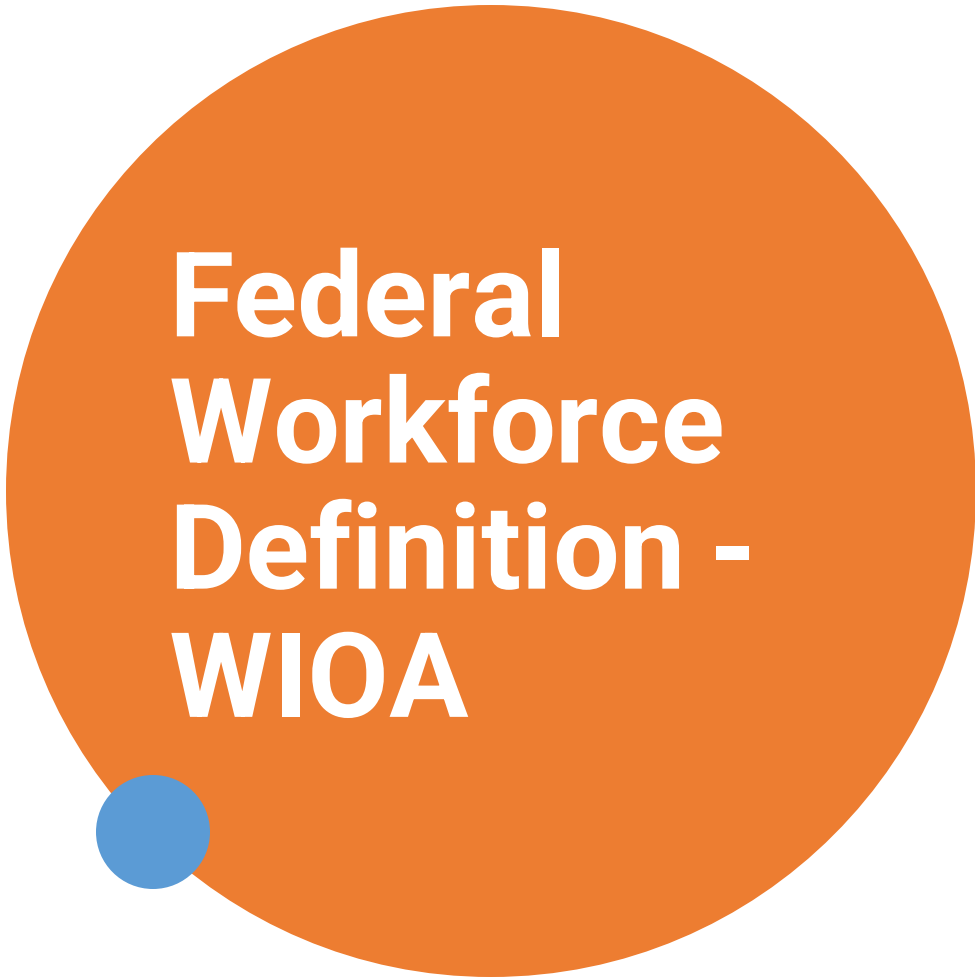
**WORKFORCE NAVIGATION:** Outreach, Referral, Orientation, Information Sharing, Referral, Skill & Career Assessment, Provision of Labor Market Information, Individual Career Planning, Career Coaching, Individual Case Management, Intensive Case Management, Career Exposure, Networking, Mentorship

**EMPLOYMENT SERVICES:** Job Search, Resume Writing, Interview Preparation, Job Club/Job Seeker Support Services, Job Fairs, Job Placement, Subsidized Employment, Retention Services, Layoff Aversion, Employer Concierge

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

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

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



# Federal Workforce Definition - WIOA

The term "workforce development system" means a system that makes available the core programs, the other one-stop partner programs, and any other programs providing employment and training services as identified by a State board or local board...Workforce investment activities...increase the employment, retention, and earnings of participants, and increase attainment of recognized postsecondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.

*Workforce Innovation and Opportunity Act, 29 USC §  
3102(67)*

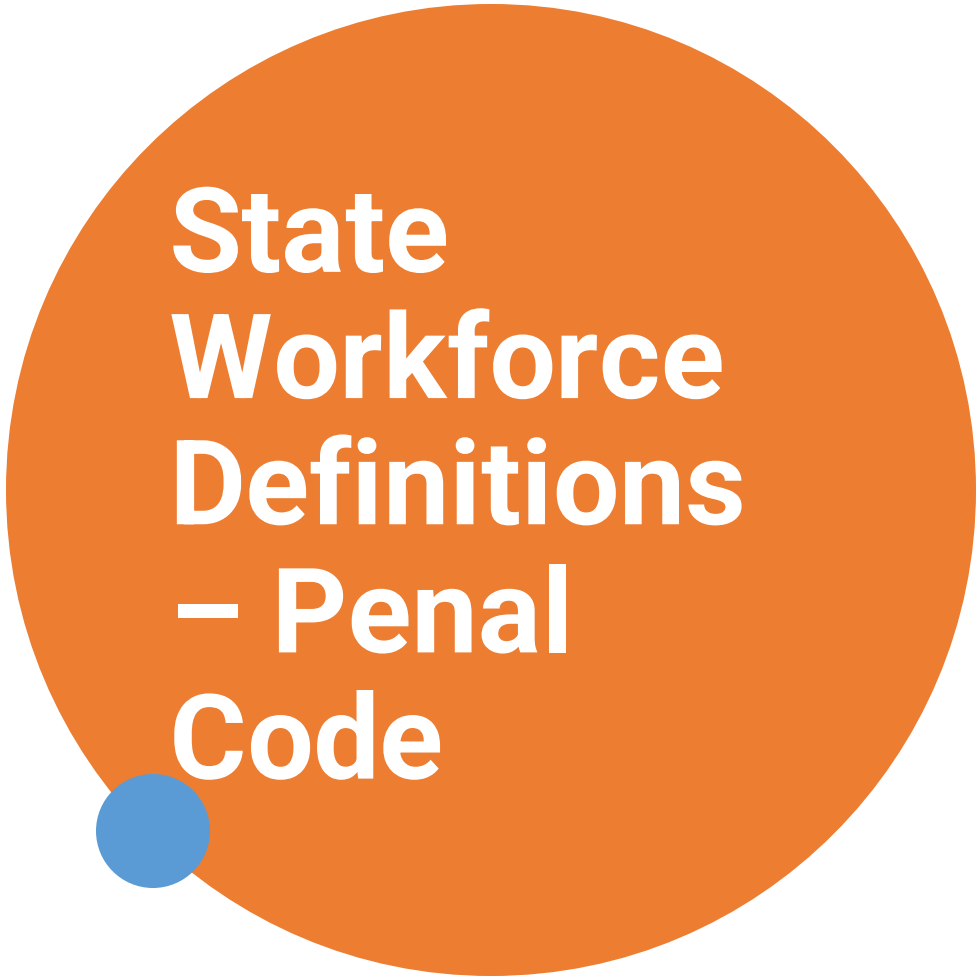




# Federal Workforce Definition - TANF

Job Opportunities and Basic Skills Training Program means the program under title IV-F of prior law to provide education, training and employment services to welfare recipients. JOBS means the Job Opportunities and Basic Skills Training Program. Educational activities designed to increase self-sufficiency, job training, and work, excluding any expenditure for public education in the State except expenditures involving the provision of services or assistance of an eligible family that is not generally available to persons who are not members of an eligible family.

*Temporary Assistance for Needy Families, 45  
CFR § 260.30.*




# State Workforce Definitions – Penal Code

Consistent with the goals and priorities of the department, a career technical education program shall consider all of the following factors:

- (a) Whether the program aligns with the workforce needs of high-demand sectors of the state and regional economies.
- (b) Whether there is an active job market for the skills being developed where the inmate will likely be released.
- (c) Whether the program increases the number of inmates who obtain a marketable and industry or apprenticeship board-recognized certification, credential, or degree.
- (d) Whether there are formal or informal networks in the field that support finding employment upon release from prison.
- (e) Whether the program will lead to employment in occupations with a livable wage.


*California Penal Code § 2053.5*



# State Workforce Definitions – UIC

Except as provided in subdivision (b), expenditures that shall count toward the minimum percentage of funds shall include only training services as defined in [Section 3174\(c\)\(3\)\(D\) of Title 29 of the United States Code](#) and the corresponding sections of the Code of Federal Regulations, including all of the following: (A) Occupational skills training, including training for nontraditional employment. (B) On-the-job training. (C) Programs that combine workplace training with related instruction, which may include cooperative education programs. (D) Training programs operated by the private sector. (E) Skills upgrading and retraining. (F) Entrepreneurial training. (G) Incumbent worker training in accordance with [Section 3174\(d\)\(4\) of Title 29 of the United States Code](#). (H) Transitional jobs in accordance with [Section 3174\(d\)\(5\) of Title 29 of the United States Code](#). (I) Job readiness training provided in combination with any of the services described in subparagraphs (A) to (H), inclusive. (J) Adult education and literacy activities provided in combination with services described in any of subparagraphs (A) to (G), inclusive. (K) Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.


*California Unemployment Insurance Code § 14211(a)(3)*



# Local Workforce Definitions - BCTC

Our Unions train workers to become highly-skilled construction workers through a debt-free, technologically-advanced education. These earn-as-you-learn programs pay family-sustaining wages and provide health care coverage and retirement benefits from day one. Registered apprenticeship programs provide years of the best construction training in the business, equipping local workers with top-notch trades skills for fulfilling lifelong middle class careers in the building trades.

*San Francisco Building and Construction Trades Council*



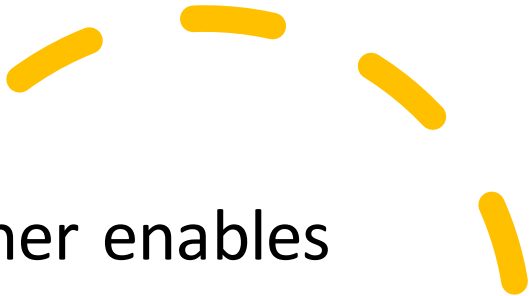
# Local Workforce Definitions - DCYF

DCYF's Youth Workforce Development (YWD) programs include a continuum of tiered career exposure and work-based learning opportunities that are developmentally appropriate and meet the needs of youth. This continuum encompasses a range of services including opportunities for early career introductions, job skills training, exposure to the private sector and career-oriented employment, and targeted programming for high needs youth. YWD programs are important because they help prepare young people for adulthood by providing opportunities for exposure to career options, teaching skills and competencies that are relevant to both education and employment, and ensuring that young people have the ability to navigate the labor market.

*DCYF FY 21-22 Workforce Inventory Submission*

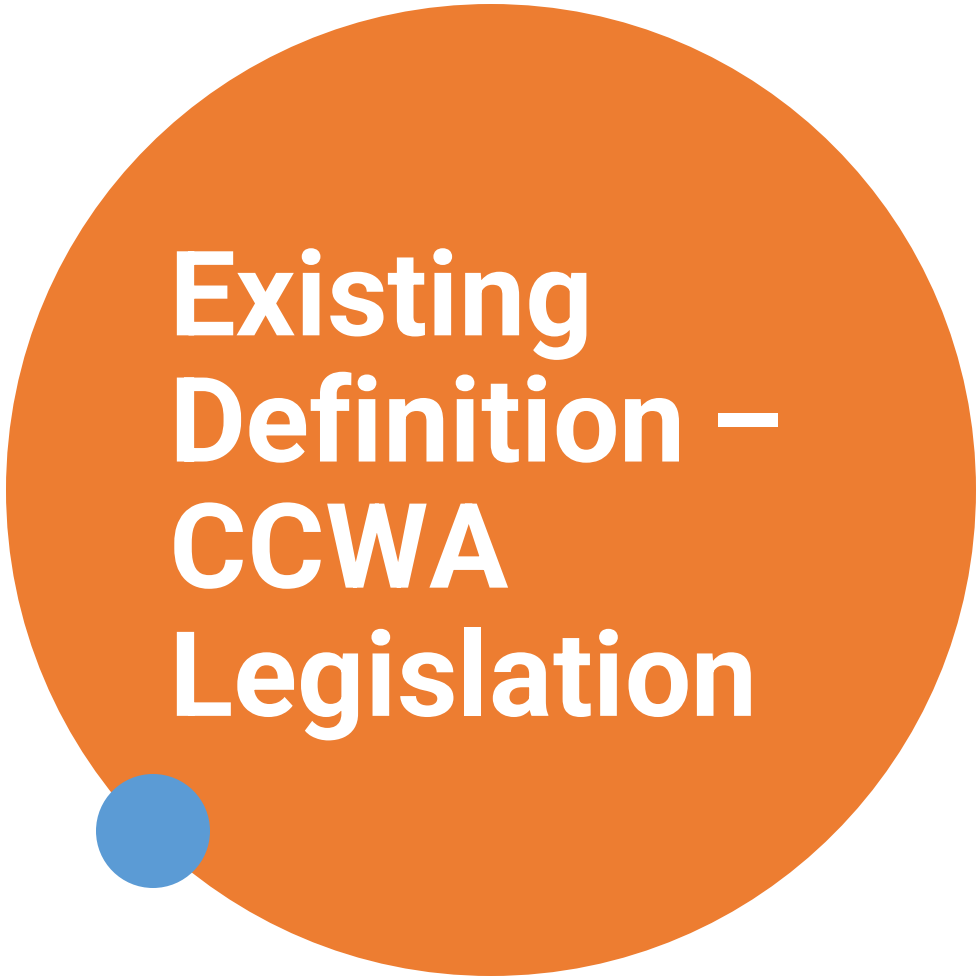


## Existing Definition – Workforce Inventory



"A workforce program either enables participants to acquire the knowledge, skills and attitudes needed for gainful employment or improved work performance or provides an employer with an effective means to communicate and meet their demand for skills."





**Existing  
Definition –  
CCWA  
Legislation**

"Workforce Development Services" shall mean job readiness, preparation and other pre-employment services provided to unemployed and underemployed individuals, as well as job training, placement, retention, and career advancement services.

# 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, and youth development services;
2. in preparation for placement in post-secondary education or employment in high-growth sectors or in-demand occupations;
3. which lead to family-sustaining wages, career pathways, 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.*



SAN FRANCISCO

OFFICE OF ECONOMIC &  
WORKFORCE DEVELOPMENT



**DISCUSSION**

