



San Francisco's Workforce Strategic Plan



SAN FRANCISCO
Office of Economic and Workforce Development



WORKFORCE VISION

-San Francisco should have a sufficient and capable workforce that attracts, retains and expands competitive industries that enhances the quality of life in the City

MISSION OF THE DEPARTMENT (OEWD)

Our Mission is to build a public private alliance to guide the continuum of workforce development in SF toward improving the economic vitality for people and business



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Strategic Planning Process

1. Environmental Scan (Almost Complete)
 - Review of Labor Market Conditions in San Francisco
 - Assessment of Business Needs & Conditions
 - Assessment of Resident Needs & Conditions
 - Assessment of Existing Workforce Infrastructure
2. Strategic Planning (January – March 2009)
 - Convene taskforce of workforce experts and key stakeholders
 - Examine needs, gaps, and opportunities based upon Environmental Scan
 - Create Goals and Strategies that would guide the policy and oversight over San Francisco's Workforce Development System



Business Needs & Conditions

- Conducted Seven focus groups (100 + Employers)
(Retail, Construction, Hospitality, Health Care, Small, Medium, Large)
- Phone Survey (150 Employers)



Employer Focus Group Questions

- Economic Realities
- Current Recruiting Practices
- Training Needs
- Retention Practices
- Use of Intermediaries



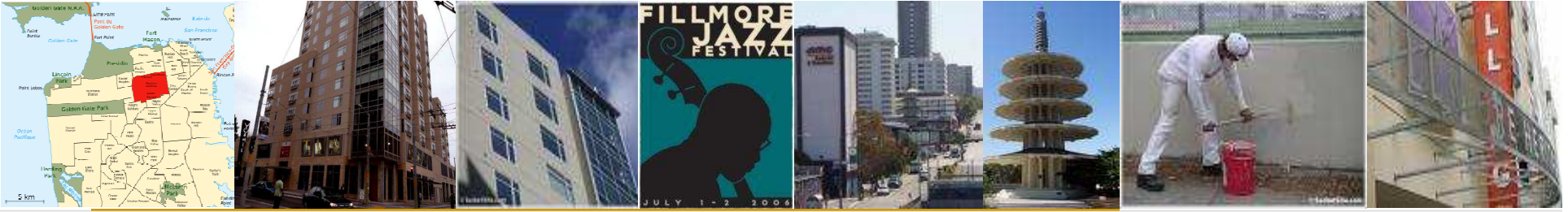
Employer Findings

- ❑ Employers cite a huge need for “soft skills,” provide vocational/job-specific skills in-house
- ❑ Employers invest heavily in in-house training
- ❑ Know your industry/ recruitment needs to be very personal & specific- mixed reviews of internet sites,
- ❑ Career pathways and job progression opportunities are key retention tools
- ❑ WFD system would benefit from clear branding that communicates a positive, helpful image, divorced from the current perception of government and non-profit assistance



Resident Needs & Conditions

- ❑ Conducted 10 Focus Groups (215 + Residents)
(multiple neighborhoods, younger youth, older youth, adult)
- ❑ Phone Survey (300 Residents)



Resident Focus Group Questions

- Economic/ Labor Market Realities
- Job Search Practices
- Training Needs
- Retention (what makes you want to stay?)
- Use of Intermediaries



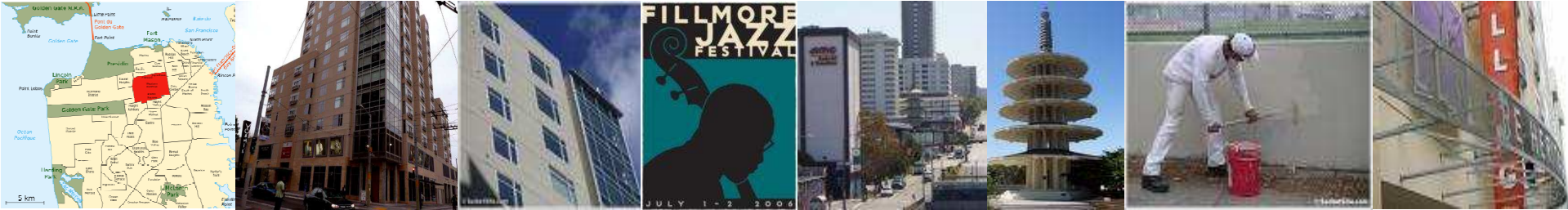
Resident-customer Findings

- ❑ Face difficulty in competing in labor market
- ❑ For many low income residents, feel they can only attain lower-wage/lower skills jobs.
- ❑ Don't feel that they have the skills and education necessary for higher wage/skilled jobs.
- ❑ They desire more job-specific hard skills training.
- ❑ Negative perception of one-stop system, mixed reviews of community based workforce programs- both very good and poor responses



Assessment of WF Infrastructure

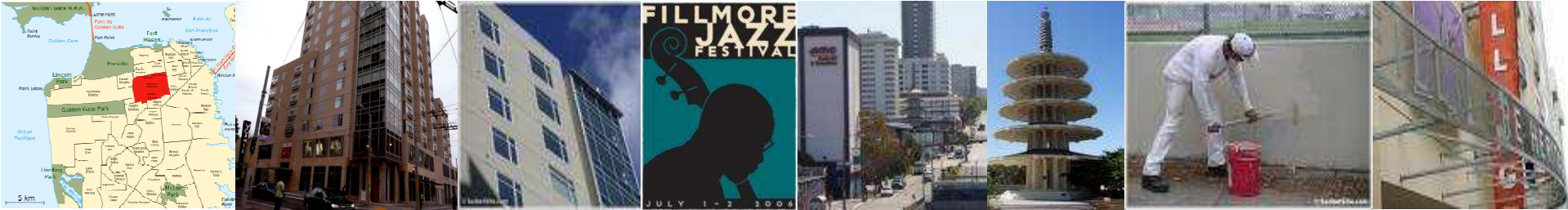
- ❑ Six workforce provider focus groups (65 + provider staff)
- ❑ 2 workforce provider forums (35 provider staff)
- ❑ Survey of Workforce Providers (200 Providers)



Provider Focus Group Questions

- Primary Customer/Client
- Single Biggest Need
- Specific Services
- How Best to Deliver Core Services
- Small Things that Make a Big Difference
- How They Connect with Employers
- How to Better Connect/Collaborate w/ each Other
- What They Hoped Happened as a Result of the Focus Group





Workforce Infrastructure Findings

- 294 workforce service providers
 - 198 CBOs
 - 40 union apprenticeship programs
 - 27 gov't agencies,
 - 29 post-secondary educational institutions



Workforce Infrastructure Cont.

- ❑ Most providers focus on soft skill development and providing supportive services rather than hard skills.
- ❑ Need to build bridges and on-ramp programs to priority sector jobs (career academies, etc.)
- ❑ Move beyond working with employers “one at a time”
- ❑ Contextualize learning whenever possible
- ❑ Workforce service providers feel disconnected from each other, want to collaborate more closely and create a systems approach



Summary Analysis: Environmental Scan

- ❑ The workforce system lacks the appropriate oversight, strategic priorities, policy and administration to effectively implement an effective and comprehensive workforce development system.
- ❑ The workforce system is largely disconnected from economic development—and cannot keep up with dynamic economic trends that influence the city's labor market.
- ❑ Workforce and education programs are not closely linked with real career opportunities, career ladders or career advancement.



Summary Analysis: Environmental Scan

- ❑ There is a scarcity of resources and developmentally appropriate opportunities targeted toward older “transition-age” youth.
- ❑ The existing workforce system is out of step with the demands of the labor market—for both employers and residents.
- ❑ Relatively few San Francisco employers and residents are knowledgeable of the workforce system, or perceive the quality of its services to be lacking.