

# CITY OF LOS ANGELES

CALIFORNIA

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**DATE:** March 11, 2021

**TO:** LA's Workforce Development System

**FROM:** Carolyn M. Hull, General Manager  
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**SUBJECT: WDS DIRECTIVE No. 21-14**  
***(Supersedes WDS Directive No. 18-01)***

**BSS DIRECTIVE No. 21-01**  
***(Supersedes BSS Directive No. 17-01)***

**CHANGE IN SCOPE OF WORK IN ADMINISTERING BUSINESS  
SERVICES WITHIN THE CITY OF LOS ANGELES WORKFORCE  
DEVELOPMENT SYSTEM**

**EFFECTIVE DATE**

This directive is effective upon date of issue.

**PURPOSE**

The purpose of the directive is to update the business services program requirements for the City of Los Angeles Workforce Development System (WDS). This directive supersedes WDS Directive No. 18-01 and BSS Directive No. 17-01.

**BACKGROUND**

The mission of the Economic and Workforce Development Department is to align workforce and economic development strategies within the City of Los Angeles economy to ensure that needs of the workforce and education systems in the City are preparing job seekers (supply side) for occupations in demand by regional employers (demand side). This goal is in alignment with the Workforce Innovation and Opportunity Act (WIOA) which requires a dual-customer model wherein services are provided to both job seekers and employers.

The City's WDS will continue to work in conjunction with the BusinessSource System (BSS) to coordinate workforce and economic development programs to improve the quality and the delivery of services to employers. Effective Program Year 2015-16, the City's redesigned WDS began focusing on career pathways and industry sector strategies to better meet the needs of the regional economy and labor force. In order to increase employer engagement, EWDD added an Employer Services Unit (ESU) to its Adult Workforce Development Division.

This directive updates the Los Angeles BusinessSource Center (LABSC)/WorkSource Center (WSC) referral process and establishes LABSC/WSC planning and collaboration meeting requirements. The directive modifies the types of Business Services that will be counted toward the WSC's yearly goals, as well as modifies the types of documentation required to support the business services reported.

Additionally, this directive instructs all WSCs to implement the use of Launchpad Salesforce to track employer engagement and services effective January 1, 2021. Each Center must use its own funding to purchase a minimum of one license.

## **REQUIRED ACTION**

### **Referral Process Requirement**

1. Both the LABSCs and the WSCs are required to enter into a Memorandum of Understanding (MOU) to refer business clients for the purpose of providing the appropriate business services under each delivery system. The MOU should be entered into no later than August 30 of the Program Year. An updated LABSC/WSC Business Referral Form is attached.
2. The WSC must provide a copy of the MOU mentioned above to the Employer Services Unit upon execution of the MOU, as well as to each WSC's program monitor.
3. Each WSC is required to collaborate with the LABSC in their region. An updated LABSC/WSC Regional Matrix is attached. WSCs may also collaborate with additional LABSCs in the system.
4. The WSCs shall collect the following information on all business referrals: a) type of services needed and b) confirmation date of receipt of the referral.
5. A Business Needs Assessment (BNA) Form must be completed for each employer customer/LABSC client served. The WSC Business Needs Assessment is attached.
6. Each WSC Business Services Representative is to transfer the Business Referral Form via email to their respective LABSC collaborative partner with a copy to their Program Directors.
7. The WSC Business Services Representative must make a reasonable effort to contact the employer customer to determine further service actions to be taken.
8. For each referral, the WSC Business Services Representative must, at a minimum, make one follow-up attempt within 14 days of the date of the referral and note the date of completion of services, if available.
9. After completing the follow-up portion of the Business Referral Form, the Business Referral Form must be emailed to the referring party and the respective Program Directors.
10. The contractual goal is a minimum of 10 business referrals, supported by appropriate documentation, for each WSC to an LABSC and vice-versa per program year.

### **Planning and Collaboration Meeting Requirements**

1. Each WSC Business Services Representative is required to attend planning and

collaboration meetings bi-monthly or as scheduled by EWDD to coordinate and improve delivery of workforce and economic development programs and services to employers. In addition, during these meetings, program and policy updates, industry sector presentations, training, and/or technical assistance will be provided and regional/system collaboration efforts facilitated.

2. Each WSC Business Services Representative is required to attend a quarterly LABSC/WSC meeting.
3. Upon staff turnover in the WSC Business Services unit, EWDD must be notified immediately of the new staff member's contact information to update its internal Business Representative Contact Roster.

### **Qualifying Business Services and Documentation Requirements**

1. The activities which qualify as business services and the documentation requirements for receiving credit for these activities are outlined in the attached WSC Qualifying List of Business Services. Each business service is aligned with the prevailing State of California WSD 19-03 and WSIN 19-51.

### **Performance Requirements**

1. The City of Los Angeles' (City) WorkSource Center System business service delivery performance levels are as follows:

Number of Unduplicated Employer Customers	70
Number of New Employer Customers	20
Number of Referrals to Nearest LABSCs	10
Number of Business Services Provided	90
Number of Sector-Based Employer Customers	15
Number of Industry Sector Councils	1
Number of Partnerships with Adult/Career Education Facilities for Industry Sector Training	1

- a. Full-service WSCs shall serve a minimum of **70** unduplicated employer customers per program year.
- b. Of the minimum 70 unduplicated employer customers served, **20** must be new for the program year.
- c. Of the minimum 70 unduplicated employer customers served, a minimum of **10** of those shall be business referrals to the nearest LABSCs. A maximum of **20** business referrals to the LABSCs will count toward the minimum number of 90 business services delivered.
- d. A minimum number of **90** business services must be provided to all employer customers (whether new or repeat) served by each WSC per program year.
- e. All employer service activities must be recorded using a Customer Relations Management System (CRM) prescribed by the EWDD).

### **Industry-Sector Employer Customers**

1. Of the minimum 70 unduplicated employer customers served, a minimum of **15** of those shall be sector-based employer customers focused on the WSC's two (2) identified sectors.
2. The WSCs are required to participate in at least one industry sector council focused on **one** (1) of the two (2) sectors served by that particular WSC.
3. The WSCs are required to partner with a minimum of one (1) adult/career education facility to provide training in at least one (1) of the two (2) sectors served by that particular WSC.

### **Reporting Requirements**

Monitoring Site Visits and Business File Review	Semi-Annually
Employer Customer List and Business Service Monitoring Tool	Quarterly
Business Outreach Tracking Form (list of events/meetings attended for outreach purposes)	Quarterly
Job Fair and Targeted Recruitments Tracking Form (list of all job fairs, recruitments, and other candidate recruiting events sponsored by the WSC)	Quarterly
Use of Launchpad Customer Relationship Management (CRM) tool to track employer engagement	Ongoing

1. The standard monitoring requirements for the Employer Services delivery system are semi-annual site visits/business file reviews and quarterly self-reporting of performance via the attached updated Employer Customer List and Business Service Monitoring Tool.
2. The Employer Customer List and Business Service Monitoring Tool has been revised to include information tracked by the State Employment Development Department. Additionally, WSCs are now required to track the owner status of employer customers (e.g., Minority-Owned Business, Women-Owned Business, etc.). A column with drop-down boxes has been added.
3. WSC Business Services are required to submit to the City a quarterly record of events/meetings attended for outreach purposes (i.e., business workshops/seminars, business resource fairs, networking events, etc.). The Business Outreach Tracking Form is attached.
4. WSC Business Services are required to compile and maintain a list of job fairs, targeted recruitment, and other candidate recruiting events sponsored by the WSC. The Job Fair and Targeted Recruitment Tracking Form is attached.
5. Quarterly reports are due on January 10th, April 10th, July 10th, and October 10th for the preceding quarter, or upon request of the monitor and/or contract administrator.
6. WSC Business Services are required to use Launchpad's CRM tool in addition to CalJOBSSM to track all data associated with Employer Services.

7. WSC Business Services are required to maintain individual files for each employer customer. Each file should include, at a minimum, the completed BNA, a communication log listing the service requested and its completion status along with relevant dates of service, and the support documentation as outlined in the revised WSC Qualifying List of Business Services.
8. The State of California is piloting two additional reporting metrics affecting Employer Services. In order to prepare for this eventuality, we are requiring WSCs to:
  - a. Follow up on employee retention with the same employer at the end of both the 2nd and 4th quarters of the program year and report those numbers to the EWDD via the ESU;
  - b. Report the number of repeat employer customers served per year. Please note: Qualifying business services to repeat employer customers will count toward the 90 business services metrics listed in No. 8c under “Performance Requirements” above.

### **WDS/BSS CONTACT**

If you have any questions pertaining to this directive, please contact your assigned Program Monitor.

CMH:GR:DB:DG:CK:cg

- Attachments:
1. LABSC/WSC Business Referral Form
  2. LABSC/WSC Regional Matrix
  3. LABSC/WSC Business Needs Assessment
  4. LABSC/WSC Qualifying Lists of Business Services
  5. WSC Business Service Monitoring Tools (updated as of 03/11/21):
    - a. WSC Employer Customer List
    - b. WSC Business Outreach Tracking Form
    - c. WSC Job Fair and Targeted Recruitment Tracking Form