



CORO CALIFORNIA'S

2020 Workforce Leadership Network Lookbook



WLN

Workforce
Leadership
Network



Coro California Thanks Our Program Partner

JPMorgan Chase Foundation

Workforce Leadership Network



A leadership development program for workforce development change-makers.

Coro is a nonpartisan non-profit organization dedicated to training communities of leaders who can engage in systems thinking and possess the ability to collaborate across sectors, perspectives, and backgrounds. Coro programs blend experiential, classroom, and cohort-based learning to develop key leadership competencies.

The **Workforce Leadership Network (WLN)** is a part-time, four-month leadership development program for workforce development leaders and change-makers committed to innovating workforce development to more equitably increase positive outcomes for job seekers and precariously employed people. The 2020 WLN program melds Coro's signature experiential civic leadership development training with human-centred design thinking, and was facilitated by Coro Northern California, Coro Southern California, and former US Department of Labor Regional Administrator Virginia Hamilton.

The 2020 WLN Cohort was comprised of 42 workforce development leaders who serve the communities of Los Angeles County and the Greater Oakland area.

About the 2020 WLN Lookbook



The 2020 WLN program delivered a range of skills in order to drive leadership development, systems thinking, and solutions-oriented project development. Over the course of six sessions spanning October to December 2020, the 2020 Cohort learned and applied these skills to observe and notice for understanding, frame and reframe for clarity, imagine and design for change, and make and test for impact.

Broken into smaller project teams within their respective Southern and Northern California regions, the Cohort embarked on a group project assignment that spanned the duration of the program. This project gave the participants an opportunity to practice working in collaboration, using new tools and practices to address a challenge facing the field of workforce development. They were required to brainstorm and propose probable, hypothesized solutions to meet the needs of job seekers.

This 2020 WLN Lookbook is a visual representation of their projects.

“Covid-19 is disrupting work and supports for the unemployed in unimaginable ways. I am excited to work with Coro to help bring new skills for leaders in the public workforce system. We need to invest in our own leadership capacity in order to respond to this crisis.”

- Virginia Hamiton
Former U.S. Department of Labor
Regional Administrator

WLN | Workforce
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Learn more about the Coro
California Workforce Leadership Network at
corola.org/wln/
or
[coronocal.org/program/
workforce-leadership-network/](https://coronocal.org/program/workforce-leadership-network/).

WLN Group Project #1

Connecting Employers, Workforce Organizations & Job Seekers Oakland, CA

Project Group Members

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Year Up
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CTWI
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What problem did you set out to solve?

Why workforce organizations are an unknown and/or under utilized resource by employers that are seeking to build a talent pipeline.



CalJOBS main landing page

What "How might we?" statement did you craft as a result of your chosen problem?

How might we increase the visibility of local workforce programs so that employers leverage them as a talent pipeline, and have workforce boards fund/utilize/share information with them as viable program providers that train job seekers for employer/industry demand?

What were your initial hunches about solutions to your problem?

- We assumed that workforce boards were responsible for connecting job seekers and employers
- We assumed that there was no central website for job seekers and employers
- We assumed that employers would hire from workforce programs

What tools did you use to organize yourselves and your problem-solving process?

- OARRS
- FIAO/4WH
- WIGO
- Johari's Window
- Informational Interviewing: Stakeholder Interviews

DKBF Second Chance Ecosystem Reentry CBO search tool

Which parts of your problem were technical vs. adaptive?

Technical:

- Employer awareness of workforce organizations
- Role of workforce boards
- Informing employers of job seeker referrals from workforce organizations

Adaptive:

- Increasing employer awareness/engagement w/ workforce organizations
- Increasing workforce organizations' visibility to employers and communities
- Marketing of workforce organizations

What new insights did you gain into how to solve your problem and from whom?

Interviewed Tamara Walker, Oakland Workforce Development Board

- CalJOBS, a tool for employers, job seekers but not workforce agencies
- Workforce development boards operate under unique models, intended to best serve constituencies

Interviewed Genevieve Martin, DKBF Foundation

- Employers need to be educated about workforce orgs, how they operate & their impact
- "Employer centered" programs that are supportive, focus on value, and drive results exist and need to continue to be created/adapted

What did you learn from the process and the project?

- We made assumptions based on past experiences
- Not a "skills gap," but really an "opportunity gap"

Current Situation

Oakland Workforce Development Board's largely underutilized business engagement division

Thoughts

- 3rd party solution driven by employers
- Enhanced CalJOBS Platform

WLN Group Project #2

Increasing Access for Existing and Unidentified High Potential Employees Alameda County

Project Group Members

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The Unity Council
Employment Services
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Opportunity
Program Manager

Stephanie Perez

San Francisco, CA
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Career Development
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What problem did you set out to solve?

Limited English Proficient (LEP) individuals in Alameda County face personal and systemic barriers to access on-ramps in securing employment and moving towards quality jobs and entrepreneurial opportunities.



LEP Participants taking english second language courses.

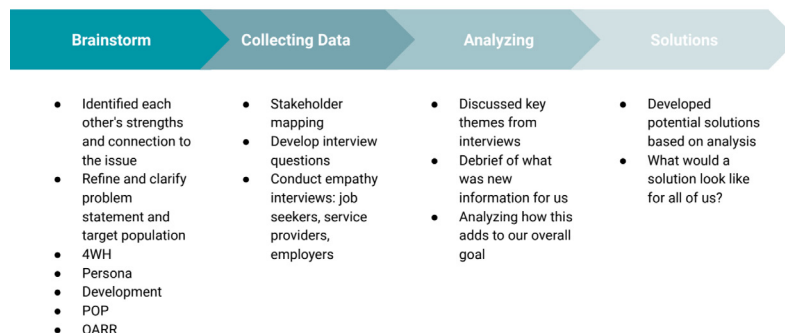
What “How might we?” statement did you craft as a result of your chosen problem?

How Might We support LEP individuals in Alameda County face personal and systemic barriers to access on-ramps in securing employment and moving towards quality jobs and entrepreneurial opportunities.

What tools did you use to organize yourselves and your problem-solving process?

We used 4WH, personas, journey mapping, and empathy interviews through our process.

Our Process



The content and images of each section was developed, written, and provided by group members as part of their participation in the Workforce Leadership Network.



Unity Council is one of the CBOs that participated in empathy interviews

What were your initial hunches about solutions to your problem?

We initially believed that the barriers we specifically relevant to lack of employer support and resources.

What new insights did you gain into how to solve your problem and from whom?

We learned that there was more opportunity to hone in on the strengths of limited English speakers and that there would be more specific tailored solutions for this high potential employee group.

What did you learn from the process and the project?

We learned that the problem is multidimensional and involves various complex challenges that ranged from systemic to personal

Themes from Interviews:

- Because of the high cost of living, LEP individuals face pressure to work multiple “survival” jobs just to pay their bills. Difficult to find time to go to school.
- LEP individuals can face difficulties advancing internally at their jobs.
- LEP individuals can face barriers to returning to their professional fields in the US (not accepted foreign credentials, etc)
- Digital literacy, soft skills, language, and confidence gaps can all present barriers to advancement for LEP employees.
- Importance of access to information and social navigation agencies for LEP newcomers to get started in their careers
- Language support (both written and spoken) is important in the workplace for LEP individuals to succeed.
- Companies paying for tuition/school fees and/or providing in house training for the LEP employees is an opportunity for both employees (helping them advance) & employers (helping to retain staff/internal promotion).

Potential Solutions:

- Give LEP job seeker clients mentors (ex: manufacturing, culinary, etc)
- ESL/VESL classes (potentially on-site at employer's facility)
- Microlending and lending circles for low-income communities to find their own solutions
- Employers pay for employee school/tuition/training.
- Clear pathways to internal advancement within companies.
- Make credentialing opportunities more accessible to foreign professionals (ex: taking a proficiency test, accepting foreign diplomas, etc)
- Provide on-site interpreters for LEP workers at their jobs
- Employers to hire bilingual managers



AB&I Foundry is one of the workforce jobs that participated in empathy interviews.

WLN Group Project #3

Leaky Pipeline for Youth Employment: Patch up or Replace? Gathering Youth Input San Francisco Greater Bay Area

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Desire Johnson- Forte

Oakland, CA
BIZ Stoop
Founder

What problem did you set out to solve?

- Recruiting practices do not recognize the variety of experience youth bring.
- How do we represent our organizations to highlight the strengths of our youth?
- There are so many organizations in the the Bay Area doing similar work and fighting for the same funding versus collaborating.
- Missing Piece - post workforce development employment stability.



SF Mayors Youth Employment

What “How might we?” statement did you craft as a result of your chosen problem?

How Might We develop entry level training and employment pipelines that lead to sustainable employment for our youth participants?

What were your initial hunches about solutions to your problem?

- Employers working in partnership with Youth Workforce Development Organizations in supporting youth training and hire set amount every year/quarter/summer
- Consistent funding for workforce development non-profit staff (outside of city and county work). Additional support for employees that do this work. Philanthropy to grow staff in their trainings.
- Need to have the youth’s voice as a part of the process from the beginning for a more human centered design.
- New industries coming but the traditional industries not ready for the youth- need



Workforce policy org.

time. Hunch is to process 2-3 years for a transition youth to be ready for tech roles non-traditional roles (tech, holistic health care, business entrepreneurship) leaning heavily on evidence based practices stifles innovation.

- Try something new- we're proposing existing officials in all Alameda County across partners to address community needs.
- Having dedicated trained staff that know how to work with entry level youth.
- Programs that are doing more character development and self sufficiency - move them into industry trainings or internships to get certifications, into unions or prepare for coordination and admin roles in the future or labor if a trade. Financial literacy for understanding a job. How to classify what people know is an issue.
- Understand the training and certification process not working for youth due to circumstances (age, foster care, homelessness, mental health). Needed wrap around services.
- Funding for programs from philanthropy changes 3-5 years so can lose funding.

What tools did you use to organize yourselves and your problem-solving process?

Mapping stakeholders in youth workforce development pipelines (resources for character development/leadership and work readiness). Paid workforce training, connection to getting employment, secure employment process moving up in the same employer or other places, policy and funding. Identity crossover among our groups.

Which parts of your problem were technical vs. adaptive?

Technical:

- Hiring criteria (employer willingness; broaden competencies and strengthen their onboarding and training processes); fluctuating funding (loss of interest, yearly funding vs competitive state/federal contracts); need more time for innovative industries to integrate or be accepted. Some training programs are not teaching, or not qualified to teach to industry certification.

Adaptive:

- Covid (ie. access to internet, job movement/ strain, competing w/ experienced people; job cancellations, industry flight; lack of youth interest);



What new insights did you gain into how to solve your problem and from whom?

- **Youth:** Need skill building, networking, understand the different career paths and opportunities, access to training programs that meet their interest. Turning interest into jobs. Hit badly with COVID and unemployment high- competing with other unemployed people (even with college degrees). Employers looking for those with more internship/ experience.
- **Workforce Program:** Essential to both train youth for the workforce and have employer partners understand how to mentor youth to learn new skills/develop as whole people. Need for workforce organizations to better use Alumni to help train/prepare next cohorts
- **Policy:** Advocating increased funding, expansion of diversification of paid job training/apprenticeships/ certifications. Include emerging industries and local small businesses and culturally relevant work.

What did you learn from the process and the project?

- Power of collaborators and partners that choose to stick with the process and putting the youth interest first and not discourage them so they are encouraged to continue. Demystify pre-screen process. Workforce program are the buffers between employers to advocate for youth to work for them- where maybe they wouldn't have hired. Not being able to do paid trainings, low staff capacity even volunteers, unequal funding across workforce programs, entrepreneurship is viable, youth can do it.
- Investing in the community (ushering employers to invest in job creation ex. If we are funding internships for three years by the fourth there should be a new job to hire alumni).

WLN Group Project #4

Collaboration Between Entities Oakland, CA/Alameda County

Project Group Members

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Greater Bay Area
Earn & Learn
Founding Director

What problem did you set out to solve?

There is a fragmented collection of workforce development entities that lack the shared vision and coordination to serve clients in the Oakland region.

What “How might we?” statement did you craft as a result of your chosen problem?

How Might We create a shared vision and build authentic collaboration among workforce development entities in Oakland?

Based on this broad reaching vision, we realized it was too ambitious to tackle this question in the time we had. We narrowed our vision to focus on community-based service providers based in Oakland as opposed to “all workforce development entities”.

What were your initial hunches about solutions to your problem?

Concerns that the responses we would receive were not new ideas to our team.
Examples: Increase resources, increase availability of technical systems to streamline the work, reform inequities in RFP processes, etc.

Concerns that we were duplicating efforts of groups already working on these solutions.

A lack of coordination among workforce entities in the Bay Area when a unified voice is needed. Interviews would confirm this.

What tools did you use to organize yourselves and your problem-solving process?

Critical Thinking: Crafting “How Might We” statements such as “How might we design a system that works towards a shared vision of effective workforce development?”

Inclusion: Stakeholder Mapping and honing down our group

POP: POP supported us sifting through the broad Bay Area workforce system, narrowing it down to be Oakland specific, and be realistic about what question we are capable of

The content and images of each section was developed, written, and provided by group members as part of their participation in the Workforce Leadership Network.

addressing in our limited time-frame.

OARRS: Designing a detailed action plan helped us identify what would get us closer to answering our problem statement, and what resources already existed that would aid us in working towards answering the problem statement.

4WH: Supported the team with crafting questions for empathy interviewing.

Which parts of your problem were technical vs. adaptive?

Adaptive:

A lack of coordination and shared vision is an adaptive challenge; it is at a systems level and no one authority can influence this absolutely. Our team identified Oakland-based workforce development challenge could only be resolved through cooperative efforts at every level of WFD and not take a top-down approach (practitioners, intermediaries, funders and government agencies). A further step in this process is to incorporate the job seeker/ participant perspective more fully into the solution. Lastly, the solution will need to be iterative as our economy is constantly changing.

1. Systemic challenge
2. Requires human-based solutions including weigh-in from program participants, practitioners, intermediaries, funders and government agencies
3. The solution will need to be iterative as our economy is constantly changing

Technical:

From the government and funder side, some of the problem can be solved through directives and technical solutions.

What new insights did you gain into how to solve your problem and from whom?

Henry: To take a listening based approach to solving this problem, not prescribing potential solutions from the get go. Based on some of the interview responses, it validated that coordination in Oakland is an issue for community-based organizations, and that the task of continuously searching for funding limited some of their capacity to be as effective as they could be if that consumed less of their time. This last point indicated that improved coordination of funders could lead to improved efficiency and outcomes for community-based organizations in Oakland.

Samantha: Have additional stakeholders at the table (employers), system may not be broken, but may need to engage certain stakeholder groups. Learned from the interview.

Orrian: Contrary to what most workforce development people believe, most orgs want to collaborate, they enjoy it and it works in the interest of the participants they serve. Zero-sum is not the underlying mentality of most orgs. It is breakdowns in the system that get in their way.

Tamara: That the work had already occurred and that others felt it worked well.

Gina G.: There is an assumption that employers are aware of workforce development programs which indeed is not the case. Most employers do not have the bandwidth to seek out new partnerships and oftentimes the information does not trickle downstream. Meanwhile, high paying jobs with career growth will stay open for 60+ days and qualified candidates go without knowing about opportunities while the employer remains clueless as to where to effectively pipeline.



Disconnected System

What did you learn from the process and the project?

Henry: That having a diverse set of stakeholders engaged as a “steering committee” to solving a problem adds complexity to appropriately identifying the problem, but leads to a more comprehensive and inclusive view of what the problem is and what might lead to effective solutions. The discourse we went through to get to a solid problem statement took awhile, but ultimately left us feeling more confident that we were accurately and holistically addressing the problem we had set out to solve.

Tamara: New effective tools to ascertain and develop solutions to problems.

Orrian: Most importantly, to slow down and focus on parts of the problem that I/we have the capacity to solve. And, that changes/solutions do not have to be perfect from the first attempt (they probably rarely are). Take time to identify the stakeholders, the process and use the design tools offered to us by Coro.

Gina G.: What I learned is that there are a number of resources available but not enough outreach or an effective tracking system to support collecting/updating data to support relationship building and strengthening which I believe ultimately comes from a lack of headcount. Additionally, I found our group was unique in the sense that we had one individual from each entity. We brought a lot of experience (professional and personal) and are a shared vision/value system. We recognized there are a lot of problems that need to be solved and collectively we wanted to solve every problem we came across. In short, we were successful in being able to highlight areas that need to be rebuilt, repaired, and dismantled. We were also able to bring it back home as to why these systems were built in the first place, which is supporting the people in which these organizations were developed to serve.



Organic Coalescence - TechSF Meeting Pre-COVID

WLN Group Project #5

Promoting Integrated Service Approaches to Workforce Development Greater Los Angeles

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Development

What problem did you set out to solve?

Some employers are well versed and are fully utilizing the public-funded workforce development system while others are not.

What "How might we?" statement did you craft as a result of your chosen problem?

How Might We be able to enhance and increase the utilization of the system by more employers?

What were your initial hunches about solutions to your problem?

- A need for resources to empower employers to better recruit, onboard, manage, and retain a skilled and inspired workforce
- Improved access for employers to connect with potential hires...the system is not currently in the places where the human resources communities are based
- The public funded online job exchange system is not user friendly

QUOTES FROM INTERVIEWEES

"This is your federal tax dollars at work, we are paid to be your staffing agency and L.A. Times combined, at NO COST to you. Once the value is demonstrated, many companies pull away from staffing agencies to work with the system."

JOB DEVELOPER

"For example with FedEx, Indeed can link to an applicant tracking system with the current system you can't do that. The interface between those systems is important. That's one of the reasons employers won't use it."

EMPLOYER

During our presentation we provided quotes from our interviewees. We feel it's important to highlight them.

The content and images of each section was developed, written, and provided by group members as part of their participation in the Workforce Leadership Network.

What tools did you use to organize yourselves and your problem-solving process?

- Iterative brainstorming and refining team workshops
- WIGO
- 4WH
- POP
- OARRs

STAKEHOLDERS

- EMPLOYERS
- WORKFORCE DEVELOPMENT PARTNERS
- COMMUNITY COLLEGES / UNIVERSITIES



This picture shows who are stakeholders and how human relationships always are at the center of any successful project and solution. Especially in the WFD field.

Which parts of your problem were technical vs. adaptive?

Adaptive:

The parts of the problem that were adaptive: human relationships

Technical:

The parts of the problem that are technical include employers being able to find potential candidates that meet their workforce needs, what platforms/systems are we using, CalJOBS is not user friendly and something that employers don't like to use.

What new insights did you gain into how to solve your problem and from whom?

Gaining a broader understanding of the support networks necessary to empower job seekers, educators, and employers to work together to develop and operate the most effective workforce development solutions.

What did you learn from the process and the project?

Broader understanding of the support network necessary to empower job seekers, educators, and employers to work together to develop and manage sustainable talent pipelines.



Once again, showing how partnerships along with human relationships can assist, motivate, and move the project along given the ability to build long-term partnerships with the current project or future-projects.

WLN Group Project #6

Supporting Efforts to Train, Place, and Retain Marginalized Individuals

Los Angeles County

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Assistant Executive Director

What problem did you set out to solve?

Providers and employers do not have the capacity to build effective mutual supports in order to adequately train, place, and retain marginalized individuals (MIs).

What “How might we?” statement did you craft as a result of your chosen problem?

How Might We increase the capacity of providers and employers to provide effective mutual supports to adequately train, place and retain MIs?

What were your initial hunches about solutions to your problem?

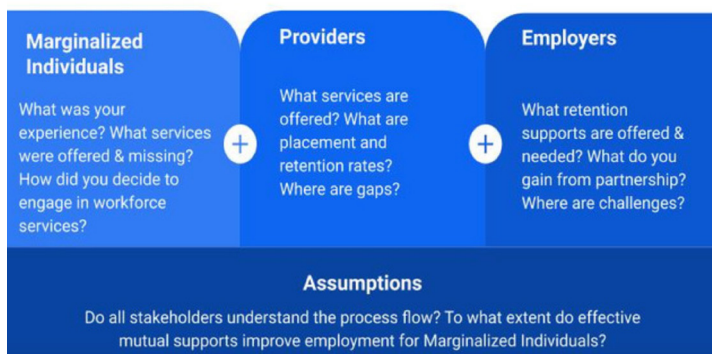
Is there data that shows disparities and challenges in training, placing, and retaining MIs?

- Is the data adequate to begin with? Do we need to change reporting requirements?

Benchmarking/standardizing systems of support for all employees (e.g., MOU outlining relationship between employment provider and employer, codified HR/Recruitment policies and practices, codified case-management services, etc.)

- Clear incentives & technical assistance (e.g., rubric)
 - Employer - employment service provider MOU/relationship
 - Intentional touch-points & feedback loop to support employees

STAKEHOLDER INTERVIEWS



Cooperative efforts are needed for MIs and the worksorce providers to collaborate together, can be the first step toward support in recruitment, employment and retention policies. Employers need guidance to deepen their understanding of racial and gender inequities to create a culture of better communication from businesses that reaches providers and workers.

What tools did you use to organize yourselves and your problem-solving process?

- Informal journey mapping.
- Empathy interviews.
- FIAO
- 4WH

Which parts of your problem were technical vs. adaptive?

Adaptive:

Each person holding marginalized identity has unique challenges, strengths and needs for supports

- Historical trauma and marginalization
- Collaboration can't be mandated
- Partnerships are skewed toward the financial resources

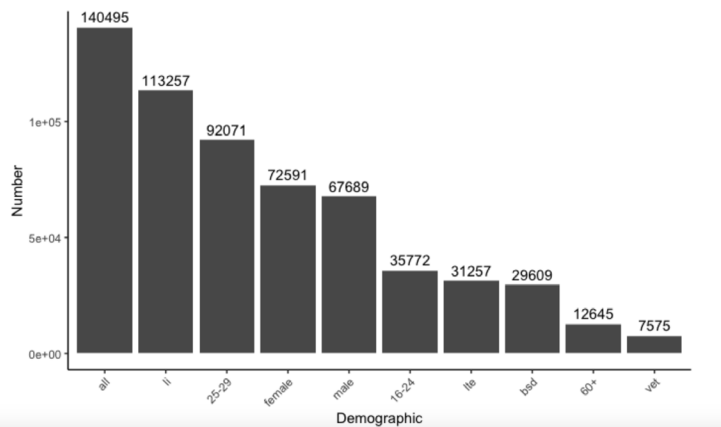
Technical:

Employers have a traditional world of equating education with qualification - which needs to be unlearned

- Recent alternative work arrangements and flexibility/openness to hire nontraditional workers

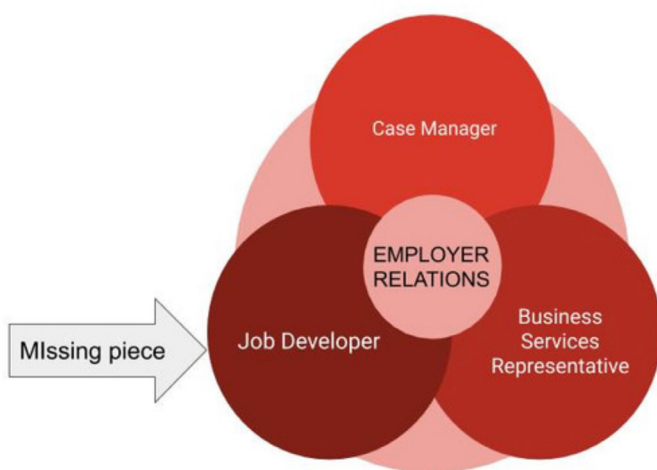
What new insights did you gain into how to solve your problem and from whom?

- The workforce development field may benefit from preparing the business to receive and retain MIs (related to trauma-informed practices)
- There needs to be a better understanding of opportunities from providers about available hiring opportunities with employers



If we look at this graph, we see that while we serve many low income people ("li"), but we focus on those in prime working years (ages 25-29). If someone is basic skills deficient ("bsd"), long-term unemployed ("lte"), age 60+ or a veteran ("vet") you can see that we don't serve as many of those people. The graph is not perfect since it is aggregated - but we can see that there is some indication that even among low income, unemployed individuals, we focus on those who are the easiest to help - and are probably taking on fewer people who are low income AND long-term unemployed, or low income AND older, or low income AND basic skills deficient - or a combination of all of them.

Public Workforce Providers



Public workforce providers need coordinated effort with employers and individuals holding marginalized identities at the beginning of job placement. Coordination would reassure employers, maintain employer relationships, increase worker retention, and provide insights for continued quality improvements (i.e., mismatched expectations, turnover, trauma-informed HR practices)

What did you learn from the process and the project?

- Problem statement was time-consuming and multi-layered
- Codify touch-points between employers and employment service providers as mutual supports to reduce turnover and increase retention, connect marginalized individuals to community-based services as needed, and provide opportunity for career growth
- Clearly list and connect employers to financial incentives
- Technical Assistance includes: MOUs for employers and employment service providers, Trauma-Informed HR and management guidance, financial incentives

WLN Group Project #7

The Switch Board Los Angeles County

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What problem did you set out to solve?

Establishing a universal, no
wrong door approach process
and system for residents seeking
social safety net services.



We agreed that individuals need to be vested in improving the
workforce system and that a network or coalition with shared
interests.

What “How might we?” statement did you craft as a result of your chosen problem?

How Might We formalize and standardize relationships among key stakeholders
(workforce system, education, community based organizations, industry)?

How Might We establish an initial group of key stakeholders (workforce system,
education, community based organizations, industry) to develop a scalable strategy for
our customers?

How Might We create a “no-wrong-door” or universal access system in Los Angeles
County?

How Might We identify and implement two modes of communication amongst
stakeholders which improve the chances of ongoing collaboration and consideration of
each other?

What were your initial hunches about solutions to your problem?

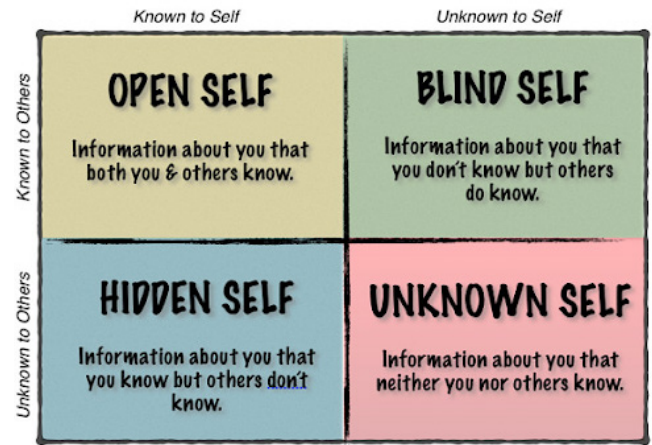
- Approach the problem using community organizing techniques and stakeholder analysis
 - Allies
 - Closest Partners
 - Aligned values
 - Individuals who have specialized knowledge of workforce systems, programs, and regulations.
- Removing self-interest through trust-building exercises and demonstrating value of collaboration

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- Technical tools such as MOUs to clearly outline the project scope
- Building into contracts collaboration, utilize incentives or mandates
- Personal relationship development

What tools did you use to organize yourselves and your problem-solving process?

- Stakeholder Mapping
- Empathy Interviews
- WIGO
- Johari's Window
- FIAO



Which parts of your problem were technical vs. adaptive?

Technical:

- Technical aspects of communication -- lack of tools, or misalignment of technology
- Bureaucratic challenges -- finding one's way through the system

Adaptive:

- Politics
- Personal relationships
- Many parties involved in workforce development, which makes it challenging to coordinate
- Same interests but competition for limited resources

What new insights did you gain into how to solve your problem and from whom?

- We have to start small and with careful planning, small victories build up.
- Creating spaces that allow for critical assessments that are constructive and collaborative. In addition, we need to follow up and follow through.

What did you learn from the process and the project?

It would be irrational to attempt to resolve an ongoing large scale issue immediately because it is a multisector issue with a variety of stakeholders. There's hope for improvements when we as a community collectively support solutions that will take time and consistency.



All of the existing systems in place that provide workforce development need improvements and reevaluations on existing practices. It will take everyone's help to reduce and resolve the problems we're facing.

Next Steps

- Creating an internal and external committees/groups of stakeholders who are committed to a more robust and efficient system for our clients
- Identify and leverage opportunities to build trust through projects that lead to incremental changes and eventual system-wide changes
 - Alignment of programs ----> Integration of programs
- Committed facilitators of external partnerships with trusted community-based partners for referrals but also feedback loop to improve government service delivery systems

WLN Group Project #8

Reshaping the Culture of Workforce Development Southern California

Project Group Members

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Job Skills Institute
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Los Angeles
LA County Workforce
Development Board
Deputy Director

Shawnna Edmond

Los Angeles
California Resources Corporation
Sr. Manager - People & Belonging

What problem did you set out to solve?

Through our collective experience in the profession, we found commonality/shared experiences that were presumptively systemic throughout the workforce development community. One initial assumption: we experienced inherent communication problems and performance issues from our own respective organizations (past or present).

What “How might we?” statement did you craft as a result of your chosen problem?

How Might We change the culture of workforce development to become more human-centric.

What were your initial hunches about solutions to your problem?

- Disconnection at different levels of service organization creates rifts
- Increase training and developmental opportunities for staff
- Allow jobseekers and business to dictate their path vs procedure/policy

What tools did you use to organize yourselves and your problem-solving process?

- | | |
|---------------|--------------|
| • FAIO | • Surveys |
| • HCD Process | • Email |
| • WIGO | • Excel |
| • Personas | • Powerpoint |



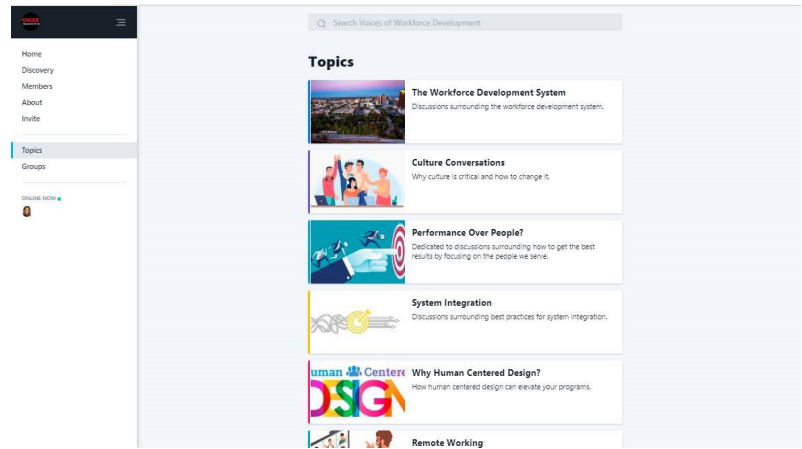
Which parts of your problem were technical vs. adaptive?

Adaptive:

- Culture of Outcomes and Processes vs People and Personal/Economic Success
- Frustration Surrounding Lack of Flexibility in Providing Services
- Time is Not Viewed as a Resource

Technical:

- Training and Development
- Policy and Procedures



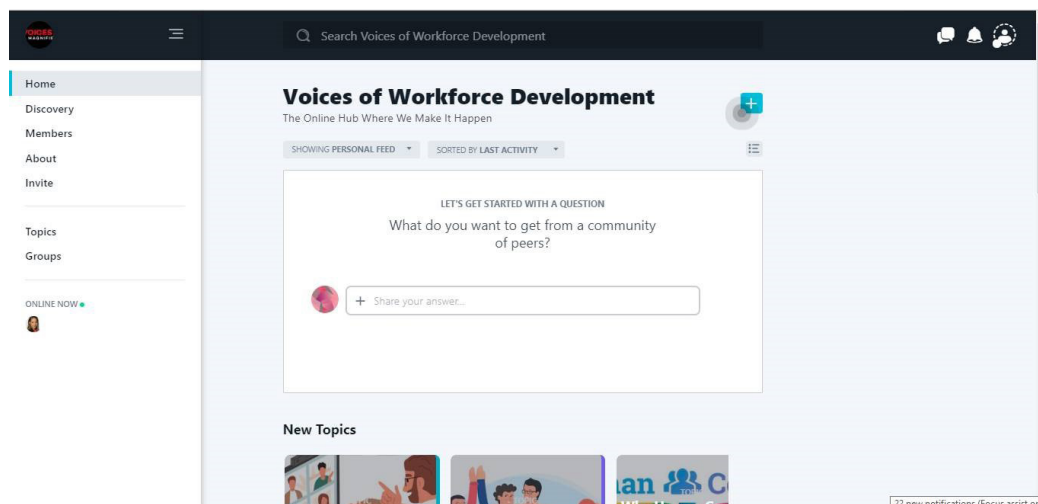
Voices of Workforce Development Platform Page 1

What new insights did you gain into how to solve your problem and from whom?

Our team created a survey which was sent out to management and staff at various workforce development organizations. Many of the comments focused on the fact that there is work to do around Staff and Development. The solution will not be a one size fits all because each organization will come to the table with a different set of needs and issues. However, our goal is to develop a forum in which we can bring all stakeholders to the table to discuss issues and solutions. Develop a sense of community and support mechanism for those working in the workforce development profession.

What did you learn from the process and the project?

- The development of the survey was no easy task. The ability to work together, listen, collaborate and influence were critical in our getting to a final product. In reviewing the results, we can see where participants started to tap out. So, the survey may have been too long. But, we are still beginning to get some great feedback from it.
- Having a strong network is critical. We were able to leverage the networks of the team to distribute the survey within a very short time frame.
- Remembering DKDK helped keep us focused on our ultimate objective of creating the Voices of Workforce Development forum.
- We learned that perspectives/problems/definitions can shift depending on where you are in the workforce development hierarchy or you are in your career (Management vs staff responses).
- We learned the difference between Internal and External validity.



Voices of Workforce Development Platform Page 2

WLN Group Project #9

Project Group Members

Beth Hodess

Oakland, CA

OnPoint Legal Counsel, PC

Attorney - Founder

Equity in Oakland Cannabis Industry Workforce Development Oakland, CA

What problem did you set out to solve?

What are the factors that stand in the way of victims of the war on drugs participating in Oakland's legalized recreational cannabis industry?

- Equity Ownership
- Employment: Racism, access to financing, skills, and mentors

Are equity applicants focused on specific industry sectors that differ from the sector focus of nonequity applicants?

What "How might we?" statement did you craft as a result of your chosen problem?

How Might We determine why employers have not taken advantage of the business tax credit offered to Oakland cannabis employers to hire victims of the war on drugs, or provide free rent to equity applicants?

How Might We determine the skills needed to secure venture capital (VC) for a cannabis licensee?

How Might We determine sources of venture funding in the legal recreational cannabis industry? What are the VCs requirements for funding equity applicants?

What were your initial hunches about solutions to your problem?

- Racism is alive and well in the legalized recreational cannabis industry
- Cannabis taxation discourages potential equity applicants from applying for license, rather remain in the illegal market
- Because of issues around security, new hires tend to come from friends
- Many in the underground industry believe that they possess all the skills necessary to succeed in the legal market.

What tools did you use to organize yourselves and your problem-solving process?

- Interviews:
 - Equity Applicants
 - Equity Licensees
 - Nonequity Licensees
 - Employers
 - CA Community College District Cannabis Program Coordinator
 - Statewide Cannabis Industry Employers Joint Apprenticeship Committee
 - Oakland Cannabis Commission Members and Directors
- Research existing programs
- Read reports by the UC Berkeley Labor Center on workforce development and the Goldman School of Public Policy on the success of the Oakland Cannabis Program

What new insights did you gain into how to solve your problem and from whom?

Accusations that require that equity participants have some training in financial literacy is racist - "Elon Musk doesn't need to know how to build cars. Equity applicants that have succeeded in the illegal cannabis industry do not need to possess financial literacy."

Meet the 2020 WLN Cohort



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Learn more about the **Coro California Workforce Leadership Network** at corola.org/wln/ or coronorcal.org/program/workforce-leadership-network/