



## NEW YORK STATE WORKFORCE DEVELOPMENT SYSTEM TECHNICAL ADVISORY

### Workforce Development System Technical Advisory #10-12

**TO:** Workforce Development Community

**DATE:** 06/18/2010

**SUBJECT:** One Stop Business Service Structure

#### *Purpose*

To structure the New York State workforce investment One Stop system to serve the needs of business through:

- Regional business service presence – to reinforce sector initiatives/strategies; and
- Local business service presence – to provide services to individual businesses through One Stop Centers (e.g., job match and referral, hiring and training incentives, and human resource consulting).

#### *Background*

Regional sector strategies will transform New York State's workforce investment One Stop business services to create a positive long term economic impact. This regional sector approach is appropriate for the following reasons:

- A sector (also termed industry cluster) builds strategic partnerships among business, training providers, community organizations and other key stakeholders in a labor market region to: bolster the region's economic competitiveness and promote systemic change that achieves ongoing benefits.
- Research shows a sector approach is more responsive to labor demand than solely traditional job-matching and training services because it: is problem-oriented (versus program-oriented); addresses needs interdependently (versus independently); and works to understand the collective needs of business. Sector initiatives have a proven international record as an engine of economic growth, but the U.S. has lagged in implementing them.
- Federal funds for job creation and workforce development are now being made available to the public workforce investment system through competitive solicitations that require a regional sector strategy, rather than increasing program formula allocations as done in the past.

The Obama Administration's proposed Fiscal Year 2011 budget would support regional sectors through multiple federal agencies including the following:

- Economic Development Administration (EDA) – \$75 million Regional Innovation Clusters program for regional planning and matching grants focused on leveraging regions' competitive strengths to boost job creation and economic growth.
- Small Business Administration – \$11 million to support EDA's sector effort to coordinate its resources for business counseling, training, and mentor-protégé partnerships to promote small business participation in regional clusters.
- Department of Labor – Up to an estimated \$108 million for a Workforce Innovation Fund to align the workforce development system with regional growth by facilitating collaboration with business to assure that worker training leads to good jobs.

There is also proposed legislation known as The Sectors Act of 2009 (under the Workforce Investment Act), which promotes sector partnerships in order to encourage industry growth and competitiveness.

### ***New York's Regional Sectors Framework***

New York State has undertaken positive steps to align New York State's One Stop business services with a regional sector-based approach. These steps have helped coordinate programs across State agencies, improved capacity to align programs with federal regional initiatives and have included the following activities:

- Participated in the National Governor's Association Policy Academy to develop state sector strategies, and created a New York State Team comprised of senior level inter-governmental staff and regional industry representatives who can influence policy.
- Conducted in-depth analysis of labor market information, and identified three high-wage, high-value industries for New York State sector strategies: Green and Renewable Resources, Healthcare, and Advanced Manufacturing.
- Established ten labor market regions for the Empire State Development Corporation (ESDC), the New York State Department of Labor (NYSDOL) and the New York State Education Department to collaborate on sector initiatives. **Attachment A** provides a mapping of the State's ten labor market regions.
- NYSDOL established a regional business services staffing presence for each of the ten labor market regions within the State. This consists of an Associate Business Service Representative and an Occupational Analyst.

NYSDOL's regional business service staff collaborate with Local Workforce Investment Boards (LWIBs) and One Stop Center staff to develop sector strategies and to deliver services to businesses.

- NYSDOL awarded approximately \$8.25 million (since 2007) in competitive grants to implement regional sector strategies across nine regions of the State. LWIBs play an instrumental role in advancing the work of these regional sector partnerships.

- NYSDOL has worked with the Governor’s Small Business Task Force to integrate regional economic development and workforce training activities.

**Action**

Effective immediately, Local Workforce Investment Areas (LWIAs) are to coordinate LWIB, NYSDOL and One Stop Center staff responsible for providing services to business across the following two functions:

- A Regional One Stop Business Services Team to align One Stop services to sector initiatives/strategies in the region; and
- Local One Stop business service staff to provide services to individual businesses based on specific needs of the business.

**Regional One Stop Business Services Team**

A Regional One Stop Business Services Team will be created through collaboration between LWIBs and NYSDOL for each of the ten labor market regions in New York State.

***Purpose/Responsibilities***

The Regional One Stop Business Services Team will support alignment of local One Stop business services to sector initiatives/strategies in the region. The Team will share and/or coordinate workforce intelligence including:

- Initiatives/strategies for stable/emerging and retracting sectors in the region.
- Relationships relevant to advancing workforce strategies in the region’s sectors, including but not limited to: State, region, county and local economic development entities; business associations and partnerships (e.g., Manufacturing Extension Partnerships); labor organizations; chambers of commerce; and businesses investing in economic development and/or workforce development.
- Talent pipelines and career pathway opportunities.
- Marketing to promote services, and hiring and training incentives to business customers including: human resource consulting, On-the-Job Training (OJT), Work Opportunity Tax Credit (WOTC), Hiring Incentives to Restore Employment Act (HIRE), customized training, incumbent worker training, as well as layoff aversion and turn around solutions (e.g., Shared Work).
- Use of the One Stop Operating System (OSOS) as a shared database to chronicle business contact and service.

It is important to note that the Regional One Stop Business Services Team:

- Is not a policy-making body, but rather is intended to help align business services provided at the local level with regional sector initiatives/strategies and regional labor market information;
- Does not supersede existing partnerships and/or business relationships that are working effectively, but rather is intended to build upon them;

- Does not preclude an LWIA from partnering with entities in other regions to address specific workforce needs (e.g., Transformational Sector Strategy Projects under Grant 13N); and
- Does not provide direct services to business in the region, but rather is intended to identify and disseminate information regarding services that will benefit businesses.

### ***Membership***

The Regional One Stop Business Services Team membership will be as follows:

- In regions comprised of more than one LWIA, membership will include:
  - The NYSDOL business services Associate Representative and the Occupational Analyst assigned to the region; and
  - One representative from each LWIA in the region designated by the area’s LWIB. The LWIA representative can be LWIB or One Stop Career Center staff, and must have specific responsibility for providing services to business in the LWIA.
- In regions comprised of a single LWIA (New York City), membership will include:
  - To be determined – Executive staff from NYSDOL and the New York City LWIA will meet to determine appropriate representation.

Other One Stop system partners are not formal members of the Team, but may participate on Team projects/tasks requiring their expertise and resources.

### ***Formation***

NYSDOL’s business services Associate Representative will consult with LWIB directors in their region to obtain the name of each of LWIA representative on the Team.

### ***Coordination***

The work of the Team will be coordinated by:

- NYSDOL’s business services Associate Representative; and
- A member of the Team designated by the LWIB directors in the region (i.e., the LWIB directors in the region will agree as to which LWIA representative will serve as the coordinator along with the NYSDOL business services Associate Representative). The LWIB designated coordinator may be rotated as desired by the LWIBs.

The coordinators, in consultation with Team members, are responsible for developing and implementing operating guidelines. At minimum the guidelines must address:

- The Team’s purpose, goals and key functions;
- Convening of regular meetings, including structured agendas and meeting notes;
- Facilitating consensus based decision-making among Team members; and
- Communicating Team activities with LWIBs and One Stop Career Center managers.

Operating guidelines must be prepared by August 1, 2010. NYSDOL has scheduled regional forums for Team members during the week of June 21<sup>st</sup>-25<sup>th</sup> to provide a framework for developing guidelines.

### ***Regions with an Established Business Service Structure***

Regions with an established business service structure that adheres to the requirements of this Technical Advisory, may petition NYSDOL to utilize the existing structure for purposes of the Regional One Stop Business Services Team. The petition must demonstrate how the established structure adheres to this Advisory, and include:

- Operating guidelines;
- Name/affiliation of each member; and
- Names of the coordinators (the NYSDOL business services Associate Representative must be designated as one of the coordinators).

The Team coordinators must submit the petition via email to Dan Cullen at [Daniel.Cullen@Labor.NY.gov](mailto:Daniel.Cullen@Labor.NY.gov) by August 1, 2010.

### **Local One Stop Service Delivery to Individual Businesses**

Services are delivered at the local One Stop Center level in response to needs of individual businesses. Business needs will be identified in response to marketing and outreach activities or through regional sector initiatives. Services will primarily be delivered to businesses in stable/emerging sectors and retracting sectors.

### ***Stable/Emerging Sectors***

- Connect business customers with the regional talent pool of the One Stop Centers.
  - Develop quality job orders to maximize recruitment potential from the talent pool.
  - Maintain a talent pipeline that fulfills recruitment on job orders through quality skills matching.
  - Arrange customized recruitment events.
- Promote and help business customers access local, State and federal programs and funding opportunities, such as:
  - Hiring incentives (e.g., OJT, WOTC and HIRE); and
  - Incumbent worker training.
- Advise and assist business customers on human resource matters.

### ***Retracting Sectors***

- In collaboration with partners, provide assessment services to identify financial and operational problems facing the business. Provide layoff aversion services to help assess and turn around problems that may result in downsizing or closure.
- Leverage applicable services and funding opportunities (grants/tax credits) and assist businesses in completing necessary applications and making contact with the proper economic development partners or federal agencies.

- Provide expert advisement on: local, State and federal programs; training opportunities; and human resources.

### ***Inquiries***

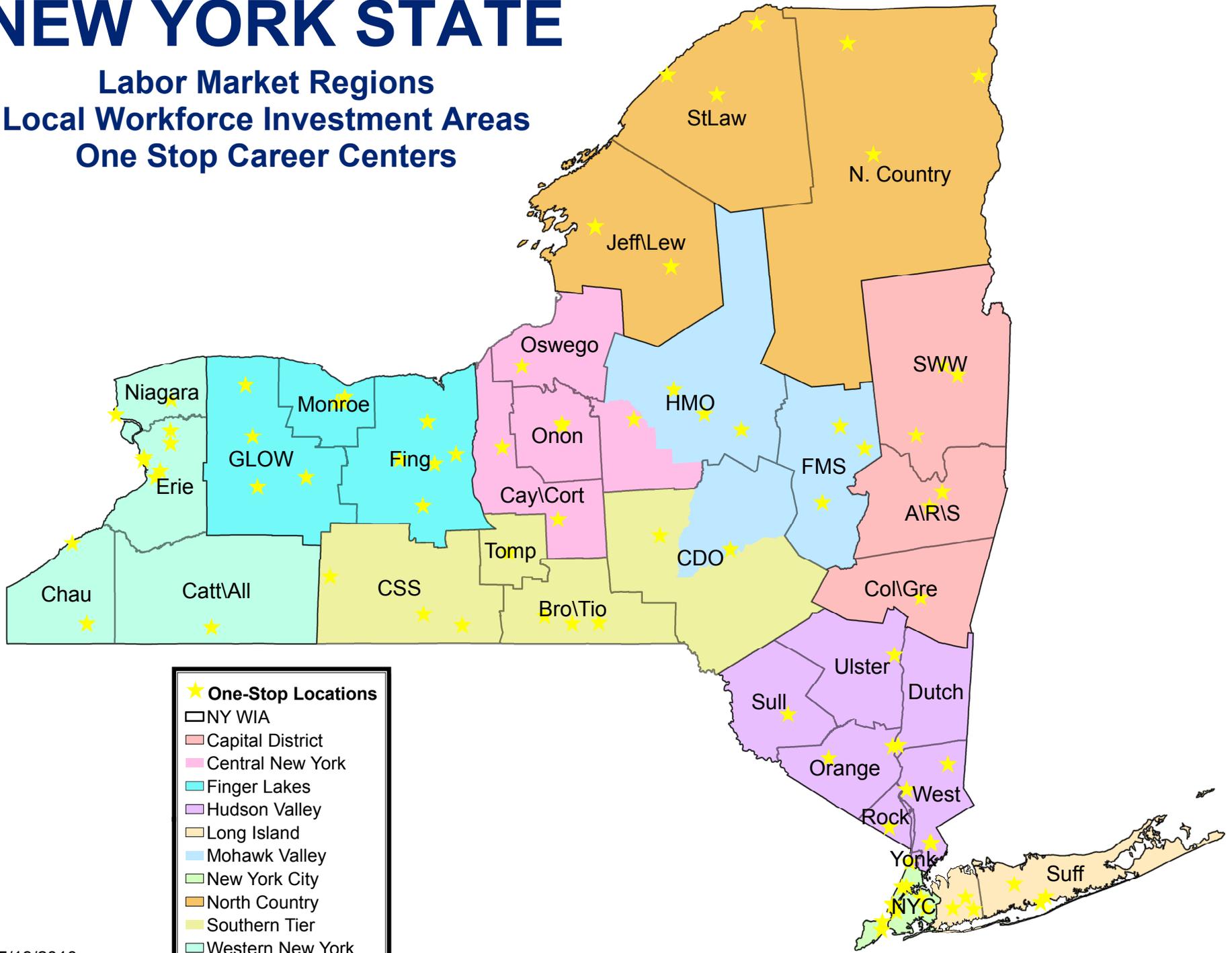
Questions regarding this Technical Advisory may be directed to Dan Cullen – [Daniel.Cullen@Labor.NY.gov](mailto:Daniel.Cullen@Labor.NY.gov)

### ***Attachments***

***Attachment A*** – Map of New York State ten labor market regions

# NEW YORK STATE

Labor Market Regions  
Local Workforce Investment Areas  
One Stop Career Centers



- ★ One-Stop Locations
- NY WIA
- Capital District
- Central New York
- Finger Lakes
- Hudson Valley
- Long Island
- Mohawk Valley
- New York City
- North Country
- Southern Tier
- Western New York