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## Extending the Reach of the Workforce System: The Promise of Human Resource Services

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## ACKNOWLEDGEMENTS

This publication would not have been possible without the valuable input of many people. First and foremost, the representatives of Workforce Investment Boards and One-Stop Career Center who were interviewed. Second, those who help put us in touch with workforce agencies who were engaged in these kinds of business services: Larry Good, President, Corporation for a Skilled Workforce and Bob Lanter, Director, Contra Costa County Workforce Investment Board. Bay Area Works would especially like to thank the William and Flora Hewlett Foundation, whose generous funding helped support this research. From the National Economic Development and Law Center, Tse Ming Tam and Susie Suafai provided valuable assistance on this research and report. Liz Roth provided thoughtful editing assistance.

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## BAY AREA WORKS

Bay Area Works is an employer-driven, nine-county regional collaborative partnership designed to expand the pool of Bay Area based skilled workers by recruiting and training unemployed and underemployed residents of the region and connecting them to employers. It consists of key stakeholder partner organizations. This approach to growing the resident workforce is a companion strategy to other regional collaborative initiatives on smart growth and sustainable development.

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## NATIONAL ECONOMIC DEVELOPMENT AND LAW CENTER

The National Economic Development and Law Center, established in 1969, is a non-profit public interest law and planning organization that specializes in community economic development. It works in collaboration with community organizations, private foundations, corporations and government agencies to build the human, social, and economic capacities of low-income communities and their residents. NEDLC helps to create both strong, sustainable community institutions that can act as "change agents," and an effective local infrastructure for their support.

*Printed February 6, 2003  
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## **Introduction**

This report was commissioned in the autumn of 2002 by the Bay Area Works collaborative. Initially launched in 1997 by the United Way of the Bay Area as a private sector response to the challenge of welfare reform, Bay Area Works seeks to leverage public and private resources to promote the success of workforce development in the region.

The idea for the report came about after a series of regional meetings, organized by the Small Business Task Force of the California State Workforce Investment Board, revealed an unmet demand for human resource services, especially job screening. Bay Area Works set out to determine whether the local, federally funded workforce system could play a greater role as a provider and broker of human resource services in the region. In discussions with many of the Workforce Investment Boards (WIBs) and One-Stop Career Centers (One-Stops) in the San Francisco Bay Area, the collaborative found that although few were providing these services, many were interested in expanding their range of business services.

Bay Area Works approached the National Economic Development and Law Center (NEDLC) to conduct a review of models of human resource services being used by WIBs and their One-Stops in the state of California and across the country. *Extending the Reach of the Workforce System: The Promise of Human Resource Services* presents an analysis and examples of service models identified by the NEDLC. It is aimed at helping workforce agencies in the Bay Area and elsewhere to replicate and provide similar services to small and medium size businesses.

## **Research Steps**

The NEDLC designed an interview protocol and initial contact list with help from the Bay Area Works Steering committee and a handful of workforce professionals. The Center gave special attention to the following in its review of models:

- Types of human resource services and functions offered,
- Staffing, structure and partnerships used to provide these services,
- Sources of funding used to design and implement these models,
- Training, surveys, tracking systems and other tools that were developed, and
- Statistics on usage and customer satisfaction.

Over the course of three months, the NEDLC contacted more than 40 individuals as it sought to identify WIBs and One-Stops providing human resources services. Thirteen interviews were conducted in all, representing six WIBs and One-Stops in California and five out of state.

## **Background**

The system of workforce development involves education, employment training and placement, and economic development agencies. Primary among these actors are Workforce Development Boards (WIBs)—local advisory boards that administer Federal funds for job-training and placement programs, and portions of the State welfare to work program—and their One-Stops—entities that actually operate and deliver many of those programs and services.

In the local service delivery areas across the State, WIBs and their city or county elected officials jointly administer job-training and placement services funded as part of the Workforce Investment Act (WIA). WIBs are composed of representatives from private sector businesses (at least 50 percent of the total) and others from government, education, labor unions, and community organization. There are a total of 12 WIBs in the nine Bay Area counties, which generally speaking represent each of the nine Counties and three cities: San Jose, Oakland, and Richmond.

As part of their mandated responsibilities, WIBs have led the development of the local One-Stop Career Center system, commonly known as the One-Stop System. The One-Stops are actually a partnership that includes WIBs, county social services departments, community colleges, K-12 education, school-to-career programs, the local Employment Development Department, adult education, and training and service providers, all of which are connected together through this one location. Funded with Federal dollars, the centers have sought to solve some of the problems posed by the fragmented workforce development system by making it more integrated, comprehensive, customer focused and performance based. One-Stops are not always operated by WIBs themselves, rather they are commonly operated by contractors that are independent not-for-profit organizations.

The WIA made business customers equal to job seeker customers and charged WIBs and their One-Stops with giving businesses a single point of contact for solutions to their workforce needs. For most WIBs and One-Stops this has represented a major shift and it has taken them time to determine what kinds of business services are in demand and how to best provide those services. As we will see in this report, a number of WIBs and One-Stops have discovered that businesses are looking for greater assistance with human resource functions, especially small businesses which have limited budgets and staffing in personnel.

## WHAT DO WE MEAN BY HR?

There are many different services and functions that can fall under the heading of Human Resources. The following is a list of some of the most common ones.

- Recruitment & Job Screening. Circulate information about job openings, identify candidates according to employer criteria, and forward resumes of qualified applicants.
- Pre-employment Training. Usually involves job readiness or soft skills training.
- Hiring Process. Assistance with application forms, interviews, tests, reference checks and other tools used to decide who gets hired.
- Job Classification & Performance. Develop job descriptions, pay ranges, qualifications, performance standards, expectations, etc.
- Compensation. Help employer develop competitive salary schedules and systems using market surveys and job analysis techniques.
- Benefits. Develop and/or manage the benefits programs, such as health, medical, dental and life insurance, 401(k) plans, disability insurance, or employee assistance programs.
- Payroll. Collect, enter, and manage information for the processing of payrolls as well as produce checks, handle taxes, track sick and vacation time, generate W-2s, etc.
- Policy & Procedures. Assist in development of an employee policy/procedures manual.
- Employee Relations. Counseling to employees, supervisors and managers on discipline and grievance matters.
- Legal Compliance. Assist employers with current employment and labor laws (wage and hour laws, collective bargaining, equal opportunity, affirmative action, discrimination, sexual harassment, disabilities, workers compensation, OSHA, etc.)
- Tax Credits. Determine eligibility and provide assistance with completing and filing forms for various—federal, state, or local—employment tax credits.
- Retention. Assist with the design and delivery of training to employees and provide other supports that enable them to be more effective and succeed in their jobs.

# SERVICES AND STRUCTURE

## **Types of Human Resources Services**

There are four general categories of Human Resource (HR) services that were offered by WIBs and One stops interviewed: Information and Referral, Workshops and Seminars, Recruitment and Job Screening, and Consulting. Below is a brief description of each category and how they are being implemented by the WIBs and one stops and utilized by small and medium size businesses.

### *Information and Referral*

The most basic type of service is to provide businesses with general HR information—which includes a wide range of topics such as recruiting strategies, staffing and compensation trends, employee policies and benefits, and state labor laws. While many large employers have HR departments with experienced professionals, most small and medium sized employers do not. In the smallest of businesses, HR duties usually fall to an individual who wears many hats and is responsible for other important roles in the business. Interview respondents have found that these smaller employers have greater need for general HR information. When it comes to assistance with specific HR questions, many WIBs and One-Stops field calls from employers or refer employers to outside assistance for more advanced questions.

Much of the HR information and referrals provided by workforce agencies was disseminated on their websites. Respondents felt that this was a cost-effective way to provide businesses with answers to the most commonly asked questions. Generally, the information on these websites that was developed by workforce agencies themselves was minimal and the emphasis was on links to other relevant websites and HR consultants. In some ways, the central benefit of these websites to businesses seems to be the assistance in weeding through the abundance of HR resources available on-line. The Santa Ana WORK Center, for example, has a virtual One-Stop website ([www.santaanaworkcenter.org](http://www.santaanaworkcenter.org)) that is aimed at employers, is user friendly, and includes a range of links to HR information. This site is maintained by Geographic Solutions, a private vendor that serves workforce agencies. One example of a content-based website is the Minnesota Workforce Center ([www.mnwfc.org](http://www.mnwfc.org)). This nationally award winning website includes a comprehensive Employer Services section that allows companies to post jobs and find workers online, and a Business Resources section that includes detailed HR information on such topics as state regulations, labor laws, recruiting, salaries, benefits, and childcare and transportation for employees.

Another way workforce agencies provided information and referral assistance is through their business resource centers (One-Stop Career Centers across the country are working on establishing such business centers much like those already available for job seekers). For example, the Business Resource Center operated by the Carson, Lomita, Torrance Workforce Investment Network provides HR information and tools,

such as guidebooks, computer software, and examples of employee policies and procedure manuals. WIN staff is on hand to help direct people to resources and make referrals to address more advanced questions or problems. Also the Los Angeles County Small Business Development Center have staff at the WIN's business resource center one day a week to work with employers interested in SBA loans and other opportunities.

### *Workshops and Seminars*

Another kind of service provided by WIBs is workshops and seminars on particular HR topics, such as interviewing, recruitment, sexual harassment, and employment policies and procedures. Four sites interviewed provided this service (Wilshire-Metro, CA, Carson-Lomita-Torrance, CA, Louisville, KY, and Waukesha, WI). Respondents felt that such group sessions were a good way to reach businesses about topics that are important to them. The workshops or seminars are usually short, intensive and most often geared toward familiarizing businesses with labor law, their obligations as employers and potential liabilities.

In the case of Wilshire-Metro WorkSource Center, workshops are provided to small and medium size businesses free of charge. Some examples of workshop titles include: Understanding Worker's Compensation, What Your Supervisors Should Know, and How to Handle Employee Problems and Problem Employees. The sessions are held in both mornings and evenings and generally last two and a half hours. Wilshire-Metro markets the workshops to employers that have job orders with them as well as to other employers in the community. Attendance at the workshops has ranged, from as few as four people to as many as 35. The workshops are conducted by the Director of HR, who has 25 years of personnel management experience. He also provides additional technical assistance to businesses that request it.

Career Resources, Inc, takes the concept of workshops much further, providing businesses with customized HR training on such topics as effective interviewing techniques, conflict resolution, team leadership, and manager/supervisor training. These sessions are developed based on each employer's needs and are priced per project.

### *Recruitment and Job Screening*

The most common type of HR service provided by WIBs and One-Stops interviewed is assistance on identifying qualified employees through recruitment and job screening. A total of six sites provided this service (San Diego, CA, Colusa, CA, Rosemead, CA, Louisville, KY, Waukesha, WI, and North Central Texas). While the specific range of recruitment and screening services differed from agency to agency, they commonly included marketing employer job openings, processing applications, performing background checks, assessment/testing, and identifying qualified applicants based on the employer's expectations. Most respondents said that they chose these services based on the fact that their employer customers are constantly struggling to find

qualified employees. Some respondents explained that recruitment and job screening are a natural service for One-Stop Centers because they are based in individual assessment, which has always been a regular part of the services they offer to job seekers.

The San Diego Workforce Partnership, which operates six One-Stop Career Centers in the San Diego region, is one agency that has had success with this type of service. Their team of seven Business Strategists, each focusing on a specific geographic area and industry cluster work with employer customers to customize job screening, placement, or layoff aversion services. Their customized recruitment services consist largely of pre-screening of candidates: they check for relevant skills and experience, perform background checks, and use specific criteria set by the employer. Businesses can come to the career center to interview the screened candidates. According to surveys of their business customers, about 32 percent use this service, or approximately 150 businesses per year. The Partnership been successful reaching businesses because they have worked hard to establish “brand identity” for these and other services they provide. Their marketing efforts include sending business success stories to local media, contacts with business associations, and newsletters and other direct mailings.

Recruiting and job screening services, more than any other service, makes these workforce agencies much more like staffing agencies. Most respondents did not shy away from the competition with staffing agencies. In fact, at least one agency felt that the measure of their success was in how well they could compete with staffing agencies. A couple of sites said that their goal has been to find their own service niche, one that staffing agencies do not cover. A few agencies said that starting with this type of HR service helped expand the number and range of their employer customers.

### *Consulting*

The last type of service was HR consulting, which typically consisted of such things as assessment of employers’ staffing and training needs, addressing particular questions of employment law, and establishing employment policies and procedures. Three sites interviewed provided this service (Wilshire-Metro, CA, Colusa, CA, and Louisville, KY). According to one respondent, the most common consulting requests were from growing companies looking to formalize their HR policies and procedures or general questions from employers about employee wages and hours. Of the three workforce agencies that offered HR consulting, two viewed it as their central HR service, while one, Career Resources, Inc. of Louisville, KY, provided it as part of a range of HR services.

Career Resources, Inc. provides consulting services as well as staffing assistance, HR training, testing and assessment, and career transition services. Designated "One-Stop Innovator" by the Department of Labor for its work with employers, Career Resources offers competitively priced HR services to business clients as part of its broad array of workforce services. Their consulting services include such

area as employee relations, human resource audits, developing staffing plans, and employee handbook rewrite or development. They offer flat rates and hourly rates depending on the service. The flat rate for the development of an employee handbook is approximately \$1,500. One of the reasons Career Resources, Inc. is able to offer this array of services is the fact that they rely on 22 external partners as well as the own staff. For example, they partner with a local law firm to provide legal services to businesses in such areas as HR law, compliance, legal risk management and business start-up.

### **Types of Staffing Structure**

There were three general ways workforce agencies structured their HR services delivery. Some relied on existing staff or simply realigned staff and others contracted with outside consultants or agencies. Most all respondents said that they hired new staff that had the kinds of expertise they needed to provide HR services. In addition to staffing structure, another important issue for WIBs and One-Stops was how to use staff or consultant time in providing these services. This section addresses these each of these issues in turn.

#### *Existing Staff/Realigning Staff*

A few of the workforce agencies interviewed stated that they were using existing staff and realigning them to serve business customers rather than job seekers. Furthermore, they said that training staff was important to making it work, because while One-Stop center staff usually has counseling or individual advocacy experience, they do not usually have much experience in private business. All respondents agreed that the extent to which staff was familiar with businesses and what is important to businesses has an impact on their success. Those who held on to existing staff related that it was important to recognize the valuable contribution existing staff can make because they have a lot of the history and experience with workforce development that new staff may not possess, for all their business expertise. Career Resources, Inc., for one, did an assessment of what skills staff possessed and what they lacked and used it to develop internal training.

#### *Contracts with Outside Consultants or Agencies*

A few respondents cited making contracts with outside consultants or agencies to provide HR services to their employer customers. Many felt this was a good way of providing the agency with expertise that they did not already possess or that would cost too much or take too long to develop. A couple of the agencies interviewed contracted with one or more individual consultants to work with businesses to provide workshops and seminars and/or general consulting assistance. Colusa County One-Stop contracted with three outside consultants to provide HR services to employers. The consultants had backgrounds in economic development and HR. A couple of respondents related that they established partnerships with other agencies to provide

services. The WOW Workforce Development Board in Pewaukee, WI has established partnerships with local staffing agencies to help fill their targeted recruitment contracts and with the local community college to provide HR seminars to businesses.

### *New Staff*

Most respondents said that they hired new staff to provide their agency with expertise to serve employers better. Private sector or HR experience was important for all agencies that hired new staff. Some felt that hiring new staff was preferable to hiring consultants because it added to the overall capacity of the agency in that they can train and tutor other staff as well as provide direct services. The North Central Texas Workforce Development Board, which covers a 14-county area, has a staff of three who provide direction to twelve business services representatives working at the local level. The goal of the Board's staff is to develop and maintain a seamless brand to their business services so that they can distinguish themselves from other staffing agencies and capture more employer customers.

### *Staff Time*

Another issue that arose in the discussion about staffing was the use of staff time. Some agencies were able to dedicate business services staff to work with employer customers. However, a number of respondents said that their business services staff regularly split their time between employer and job seeker customers. In one instance, the split in time was to cover the occasional spike in the number of job seekers needing services. A few agencies were leery of such dual responsibilities. Again, the North Central Texas Workforce Development Board chose to keep the functions of their business services staff completely separate from other One-Stop staff. The respondent related that job development responsibilities have been taken away from business services staff because over time they would be asked to spend an increasing amount of their providing services to job seekers rather than businesses.

## FUNDING

Respondents cited using several different funding streams to develop and support their Human Resource services: existing funds, new grants, and fee-for-services. They did not, unfortunately, reveal any major new sources. In fact, most agencies relied to some degree upon existing funds to support their work, and a number of them relied exclusively on those funds.

The agencies that relied upon existing funds were not a homogeneous group; they were both small and large. The North Central Texas Workforce Development Board, one of the large regional WIBs that is responsible for One-Stop centers in 14 counties, was able to commit 3 WIB staff and one staff person are 12 different One-Stops exclusively to business services. Arguably, their size and regional structure made developing this kind of program somewhat easier than for a single site One-Stop operator. However, the Wilshire-Metro WorkSource Center is a One-Stop operated by a non-profit organization, Community Career Development, Inc. did just that. Their commitment to serving small businesses was such that they were able to realign funds to hire one senior level, full-time staff person to lead the effort, even though they have fewer resources at their disposal than some of the larger WIBs with multiple One-Stops.

A couple of agencies interviewed revealed that they had obtained new funding from federal sources. Carson, Lomita, Torrance WIN received funding from DOL for a pilot HR services project. This one-year grant of \$15,000 paid for consultants to provide HR seminars, the developing and printing manuals and materials for participants, and marketing. Colusa County One-Stop used a grant from USDA Rural Development to survey local businesses, which revealed the need for HR consulting to promote small business development. They used that information to develop their HR consulting services to area small businesses, mentioned earlier.

The most intriguing fact about funding for HR services is that a significant proportion of agencies are charging fees for their services or planning to charge fees in the near future. The movement toward fees seemed to hold some promise for cash strapped workforce boards and One-Stops looking to develop or expand their business services.

### **The Movement Toward Fees**

Those agencies that charged fees offered free services as well, usually the core business services. As one respondent explained, their definition of core services was set under an agreement with the workforce development board. With those parameters in place they were able to charge competitive fees for enhanced HR services, customized to each employer's needs.

The FutureWorks Career Center in Springfield, MA is one agency that provides these two levels of services. Some of their no cost services include job order posting, job screening and referral of resumes, information on workforce issues/programs, and

quarterly job fairs. The fee-based services included specialized recruitment, in-depth testing, assessment and reference checks, and assistance/monitoring of I-9's, and consulting in HR management. One of the major benefits of fee-for-service cited by respondents was that profits generated are unrestricted, therefore they can be used in a range of ways.

At the time of these interviews, one agency was planning to charge fees, and three others were exploring the idea. Two of those three in the exploration phase had begun to examine the logistics of how to structure a fee-based system. Some of the reasons these agencies gave for wanting to move to a fee-for-service system were that federal funding was being cut for workforce systems and that agencies needed to meet the challenge of diversifying their funding streams. Another reason Workforce Boards and One-Stops gave was that businesses were willing to pay for these services if they are responsive and of high quality. Some respondents explain another reason for charging fees was the perception that fees are tied to value. In other words, if a service is free, business people feel that it is worthless. Conversely, if you charge a fee, business people will be more likely to participate. One agency exploring the possibility of fee-for-service related that they would like to charge a nominal fee for their workshops, possibly \$15-\$20, just to increase turnout.

## DEVELOPING SERVICES

Workforce Boards and One-Stops interviewed related that they went about developing their HR services somewhat differently. While some of their reasons for choosing HR services were somewhat similar, their approach was seldom the same. This was evident in the previous sections about services, structure and funding. It is also evident in how agencies approached program development and the tools that they created or adapted. Tools included things such as business plans, training, surveys, and tracking systems that were instrumental for program development. This section briefly examines why agencies chose to develop HR services, how they went about developing those services and a few of the tools that they utilized in developing services.

### **Why HR Services**

Agencies cited three major reasons for why they chose to provide HR services. The first was related to the simple fact that the Workforce Investment Act put the businesses customer in an equivalent position to the traditional job seeker customer, and that businesses say that HR services are their greatest need. This point seemed to be universally shared among those agencies interviewed.

Another reason that some agencies gave was that HR services would increase the number of businesses that use the workforce system, thereby increasing the number of opportunities for job seekers. Put another way, the more businesses that use the One-Stops and are satisfied with the HR services provided, the more businesses will steer their job orders to the One-Stops. Related to that, the final reason agencies gave for choosing HR services was that having more business customers will change the quality of opportunities for job seekers. Some agencies felt that by changing the established perception of One-Stops—as the entities that serve unemployed, low-skilled workers—they could draw higher skilled, higher wage job openings.

Most agencies related that the Director was the driving force behind the decision to develop HR services, rather than the members of the workforce board. It is important to note that many of the interview respondents represented independent non-profit corporations that have contracts to operate the One-Stop career centers. In some cases Directors had experience working with business.

### **Program Development Approach**

Many Workforce Boards and One-Stops interviewed took an incremental approach, adding one or two components at a time to their existing program. Groups like Wilshire-Metro WorkSource Center, Carson Lomita Torrance WIN, and FutureWorks Career Center tried to add HR services to their existing menu of services. Others saw their HR services as part of a larger organizational shift to serve business customers, which dictated retooling of the service delivery process. San Diego Workforce

Partnership, Career Partners, and North Central Texas Workforce Board saw themselves more as evolving staffing agencies.

Career Resources, Inc. was another one of the agencies that decided it could serve businesses best if it made a fundamental shift in its orientation and operation. They related that their organizational transformation plan, which helped them (re)define their mission, goals and outcomes around an “employer-first” approach, was one of the keys to their success. Two elements of that plan were to provide customized human resource services for competitive fees and to retool all service delivery processes, including the training of staff to support this strategic shift. The transformation plan was also the basis for the agencies’ multi-year business plan.

### **Tracking Employers and Customer Satisfaction**

Most agencies said they used a tracking system, many of which were developed in-house using common software such as Access or Filemaker Pro. The majority of agencies built these systems without the benefit of additional money. However, there were a few exceptions to these rules. The Santa Ana WORK Center has a extensive system called the Economic Development Database (Mr. EDD). It houses all information about local business in one place so that One-Stop and other Economic Development staff can input and update information without duplication of effort. It includes information about business visits, surveys, application or renewal of business licenses, and job orders. One-Stop staff related that Mr. EDD distributes job orders to over 180 agencies and has helped streamline their positive recruitment process. Also, North Central Texas Workforce Board developed its shared tracking system for its workforce and business services with the aid of a \$50,000 State grant. The database is shared over an intranet system so that staff across the 14 counties can share daily activity reporting, contacts and training/professional development information.

Agencies also developed other tools to help understand employers’ needs. Colusa County and Carson WIN conducted employer surveys. San Diego uses a random sampling survey as part of its customer satisfaction tracking. Wilshire Metro developed an assessment tool to help its HR services staff identify specific areas of need and assistance for employers.

Although a high proportion of agencies had tracking systems, only two were able to share specific customer usage and satisfaction statistics. Career Resources, Inc. in Louisville, KY related that they have 1,500 active clients and they consistently receive a 90% approval rating from businesses on the employees they send out. The San Diego Workforce Partnership served approximately 266 employers in the first half of 2002, about 32% of which used job screening services and 28% attended employer workshops. Seventy-five percent of employers surveyed indicated overall satisfaction with services received and 88% said they would use the services again.

## NEXT STEPS

Based on the study findings presented in this report, Bay Area Works believes that the federally funded local workforce system can be a successful provider and broker of human resource services. Moreover, the collaborative has decided to use the information gathered from this study of human resource services to support replication by workforce agencies in the region. It has contracted with the National Economic Development and Law Center to help workforce agencies in the Bay Area provide similar services to small and medium size businesses.

The milestones for this project are as follows:

1. Meet with Directors and staff of Workforce Boards and/or One-Stops in the nine Bay Area Counties to secure and assess commitments to participate in the HR services replication project.
2. Identify 2-3 agencies that are the most ready to develop HR services—willing to retool or upgrade skills of existing staff, market services, integrate HR functions as part of the WIA system and support/finance HR unit.
3. Assist each participating agency to convene an employer advisory group (of small and medium size employers) with the goal of prioritizing HR needs in their area and developing an action plan.
4. Design HR services and tracking systems with Directors and staff. This will address a) marketing; b) operations c) training of staff, d) tracking systems and d) evaluation.
5. Assist each agency to secure and finance the HR unit as a pilot project.

## APPENDIX A

*The following is a list of interview respondents and their organizational affiliations.*

Name	Title	Company	Location
Mitchell Post	Business Services Liaison	Carson/Lomita/Torrance Workforce Investment Network	Carson, CA
Flo Barber	Executive VP, Business Services	Career Resources Inc.	Louisville KY
Mark Cafferty	Director of Strategic Alliances Dept.	San Diego Workforce Partnership	San Diego, CA
Terry Berkman	Director of Research	San Diego Workforce Partnership	San Diego, CA
Chris Bolzar	Consultant	One Stop Career Partners	Rosemead, CA
Judy Chen-Lee	Director	City of Santa Ana W/O/R/K Center	Santa Ana, CA
Stewart Knox	Director	Career Resource Center, Colusa County One Stop	Colusa, CA
Kevin Lynn	Manager of Business and Youth Services	FutureWorks Career Center	Springfield, MA
Riley Miller	Business Services Supervisor	North Central Texas Workforce Development Board	Arlington, TX
Sandi Pyszka	Business Services	Waukesha-Ozaukee-Washington Workforce Development Board, Inc.	Pewaukee WI
Ebony Shakoor-Akbar	Director	Wilshire-Metro Work Source Center	Los Angeles, CA
Chris Stoehr	Employer Services	Minnestoa WorkForce Center System	St. Paul, MN
Emmit Willis	HR Director	Wilshire-Metro Work Source Center	Los Angeles, CA

## APPENDIX B

*The following is the interview instrument used in this study.*

### **Human Resource Functions for Small Businesses: A Survey of Workforce Investment Boards**

#### **General Information**

1. Where is your organization located?
2. How did you decide to provide HR services?
3. Do you target a particular industry or division of small businesses?

#### **Structure**

4. How are your HR functions structured?
5. Do you provide HR functions in-house or are they provided in partnership with other organizations (e.g., ED Orgs, Chamber of Commerce, Small Business Development Centers)?
6. How do you staff your HR services?
7. What skills are required of staff?
8. Are there specific tools you use to insure service quality, such as policies & procedures, job descriptions, staff training?

#### **Types of Services**

9. What types of HR services do you provide?
10. How did you decide what to provide?
11. Have you thought about providing additional HR services? Which ones?
12. Do you charge fees for these services?
13. How do you determine when and how much?
14. What kinds of other funding sources/revenue streams do you use to provide these services?

#### **Performance Outcomes**

15. Do you track customers and if so what systems do you use?
16. How many employers use these services and how frequently do they use them?
17. How satisfied are they with the services received?
18. What other performance measures do you use to track outcomes?

#### **Others Providing HR**

19. Do you know of other WIBs or other organizations that provide HR services?

A report of

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