



High Road

JUNE 2018

California Workforce Development Board High Road Framework

Equity

Building economic opportunity and mobility for those who have been marginalized, disadvantaged, and/or denied opportunity.

Climate

Mitigating and supporting adaptation to climate change; increasing environmental sustainability; building community and economic resilience.

Jobs

Engaging with the state's high road employers to increase quality jobs and design skills answers to their shared needs.

The ECJ initiatives work where these three come together. Opportunity and mobility, a stronger economy for high road employers, a more sustainable and resilient environment and community.

Equity, Job Quality for Workers

On the supply side of the labor market are workers.

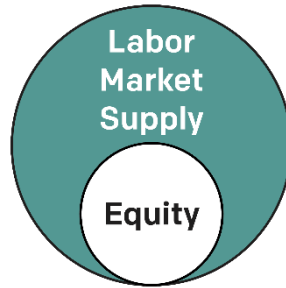


Fig. 1 Equity, Mobility, and Job Quality for Workers

The ECJ approach prioritizes supply side work that focuses explicitly on creating greater equity for the people of California. The economy generates inequality on multiple axes – race, gender, ethnicity, and ability, to name just a few. The California Workforce Development Board supports and invests in partnerships that help workers who have been disadvantaged close the gap. Equity means systematically generating greater opportunity for those who have been too long excluded. What does equity look like? Systems and organizations that support under-served or justice-involved or low-income Californians with training and mentoring to secure family supporting jobs; pre-apprenticeship or contextualized training that reaches out to immigrants and supports learning English alongside vocational skills; training and education programs for incumbent workers at the entry level to move to more skilled positions, and much more.

Skills for High Road Employers

On the demand side of the labor market are employers.



Fig. 2 Skills for High Road Employers

The ECJ approach prioritizes demand side work that focuses explicitly on high road employers in the state. High road employers pay family supporting wages, compete based on the quality of their services and products, and engage workers and their representatives in the project of building skills and competitiveness. In this, we

consistently seek to engage industry leaders — employers and, wherever possible, unions — in the project of developing skill solutions to shared industry problems. Our work selectively and strategically supports the state’s leading industries by building the skills of the existing workforce and bringing new workers to the sector. The most successful workforce strategies start here, with the jobs; training delivers equity only insofar as it is an answer to documented industry demand, and connected to quality jobs.

Supply and Demand Come Together

Our work is focused on both the supply and demand sides of the labor market.

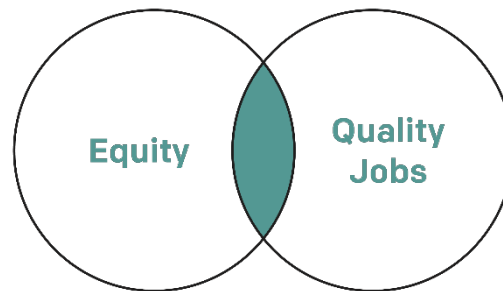


Fig. 3 Supply and Demand Come Together

And the simultaneous focus further refines our approach. On the supply (workers) side, we are focused on equity — on partnerships that generate greater access, wages, and mobility for excluded or disadvantaged workers. On the demand (employers) side, we are focused on high road employers with good jobs. The sweet spot? Where projects simultaneously build equity in the state by working with high road employers. This is the portal to shared prosperity.

The ECJ approach supports workforce practice in general — and training partnerships in particular — that delivers equity on the high road by building the skills of workers to respond to needs identified by industry leaders.

Resilient Communities & Environmental Sustainability

Cutting across labor market supply and demand is the challenge of climate change.

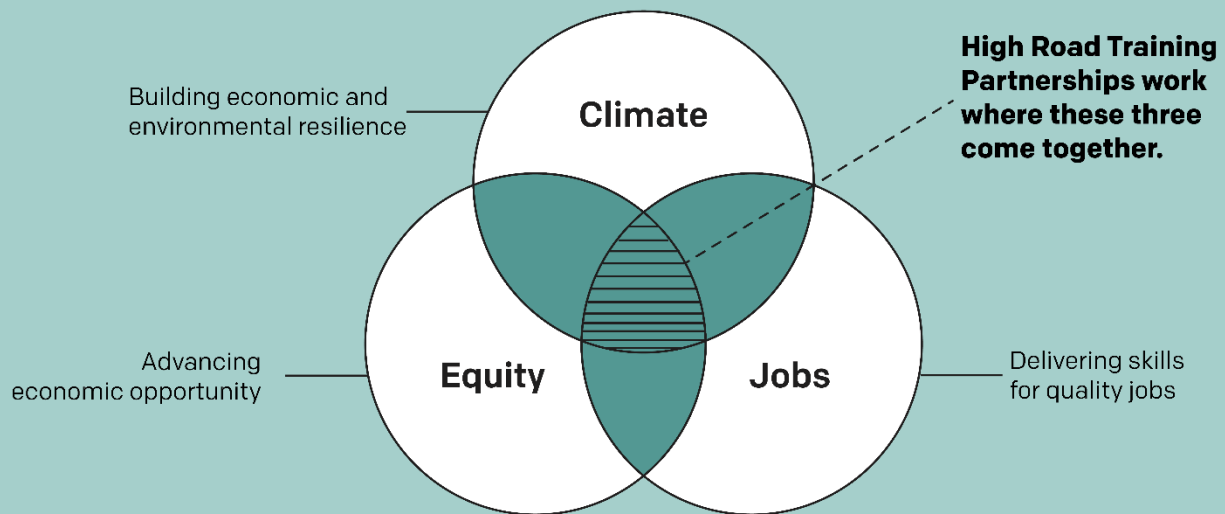
The planet’s climate crisis is real and growing, with serious implications for the state’s economy, and profound impacts borne most heavily by its low-income communities. ECJ projects build climate and economic resilience through systems and partnerships that a) address the critical skill issues emerging as every industry faces challenges of climate change and environmental sustainability; b) increase the capacity of firms and workers to adapt and compete in a carbon-constrained economy; and c) help California communities prosper by creating accessible local pathways into safer, healthier, and more highly skilled jobs. Outside of its own initiatives, the State Board works to ensure

that California’s groundbreaking climate investments align with its labor and workforce agenda, prioritizing quality job creation and promoting equity in access and training. This unites California’s climate and workforce agendas in service to an ambitious economic vision: shared, sustainable prosperity.

One way to do this is through sector strategies. The Board’s Model High Road Training Partnerships (H RTP) demonstrate eight versions of the sector approach championed by the State Board — industry partnerships that deliver equity, sustainability, and job quality. The work is premised on the idea that we can’t deliver equity without paying attention to job quality, that we can’t build economically resilient communities without paying attention to environmental concerns, and that to effectively calibrate supply and demand in the labor market, we must always start, in principle, with the jobs. Each partnership looks different on the ground, but all are convened by intermediaries that engage both employer and worker representatives.

Fig. 4 H RTP Works Here

The focus of our work is to simultaneously promote equity and mobility for workers, skills and competitiveness for high road employers, and long-term environmental sustainability and climate resilience for the state.



CA High Road Training Partnerships

Building Skills Partnerships (BSP) – Green Jobs, Good Jobs Project

BSP convenes industry leaders — including SEIU-United Service Workers West, the Building Owners and Managers Association of Los Angeles, the National Green Building Council, and California’s leading janitorial service companies — to standardize the credentials, training, and professionalized career paths for property service workers. Spanning the state of California, the Green Janitor Program will increase upward mobility for hundreds of immigrant workers with limited English proficiency. Workers gain marketable skills, contextualized English language learning, decent work, and professional advancement; Commercial building owners and property management companies gain the skilled workforce necessary to meet the energy and water efficiency goals of high-performance buildings.

Shirley Ware Education Center (SWEC) – Multi-Occupation Pre-Apprenticeship

Working with Kaiser Permanente, Dignity and Alameda Health Systems, and SEIU United Healthcare Workers West, SWEC will design and implement a multi-employer, multi-occupation pre-apprenticeship that prepares lower-skilled workers to advance into any number of rapidly evolving, higher-skilled jobs. The project provides critical workforce upskilling and diversification for healthcare providers. More importantly, it builds an industry-wide infrastructure through which entry-level health care workers — the majority of whom are members of disadvantaged communities — will obtain the key common skills necessary to advance in any health career: English proficiency; digital fluency; math, reading, and presentation skills. The pre-apprenticeship will also include an industry-recognized green-skills credential designed to meet the waste, water, and energy efficiency goals established as competitive benchmarks by California’s major health systems.

Worker Education and Resource Center (WERC) – La County Frontline Healthcare Workforce Training Institute

WERC, bringing together a host of LA county health services and SEIU, along with Los Angeles Trade Technical College, will create a critical new Institute focused on jobs essential to improving health care in marginalized communities: health navigator, case manager, care coordinator, and community health worker. The Institute includes a pre-employment preparation program that connects community residents — representatives who have lived experience with poverty, homelessness, incarceration, mental illness,

addiction, and ethnic/racial discrimination — to high quality jobs. Providing ongoing training, support, and advocacy around environmental challenges that impact community health, the WERC Institute will recruit and develop the culturally competent workforce demanded by high-road employers following the expansion of covered communities under the ACA.

California Labor Federation & Balancepoint Strategies – California Transit Works!

California Transit Works! builds on the impressive Santa Clara Valley Transportation Authority (VTA) apprenticeship lattice to establish the state’s transit training infrastructure. Beyond developing a new light rail apprenticeship, California Transit Works! has two key goals: 1) institutionalize a coherent model training partnership; and 2) incubate similar partnerships across Northern California. Exporting its emphasis on job quality — through expertise, professionalism, and path-breaking peer mentoring — the project aims to train a new generation of workers to replace an aging workforce and run California’s clean energy buses and trains. As an employer and as a service provider, public transit is an industry essential to meeting the state’s broader job growth, housing, and climate equity needs.

Hospitality Training Academy – The High RoadTo Hospitality

California’s nationally-recognized Hospitality Training Academy (HTA) — already itself a model high-road training partnership — creates critical pathways for underserved workers to advance in quality careers with good wages and benefits. This is an industry where water and electricity efficiencies matter, as well as safe handling of chemicals and cleaning materials. Key innovations at HTA include a “Roll-Call” system for under-employed room attendants. This novel dispatch structure creates stable, family-supporting employment for workers with intermittent and unpredictable hours. HTA will also work to better connect AJCCs and one of the region’s best industries for the advancement and self-sufficiency of low-income job seekers. Partnering with Unite Here and 160 signatory employers, the LA City board, and numerous CBOs, HTA deploy an intensive English immersion program with contextualized language learning, a critical service to help immigrants enter and advance in this prosperous, customer-centered industry.

Port of Los Angeles – Workforce Training Center

The Port of Los Angeles is launching a new labor-management partnership focused on upskilling incumbent workers, professionalizing casual labor, and, eventually, designing local pathways into quality jobs. As California’s freight sector moves toward a zero-emissions future, the Port will rely on human capital — skills and efficiency — to maintain its position in a fiercely competitive global industry. To do so, the Port brings to the table key partners: The International Longshore and Warehouse Union (ILWU), the Pacific Maritime Association (PMA), the City of Los Angeles Economic Workforce Development

Department (EWDD), and the Office of the Mayor. The project will convene the partnership and, working with the local community college district, design a new workforce training center at the Port.

West Oakland Job Resource Center – Transportation, Distribution & Logistics Apprenticeship

The West Oakland Job Resource Center, working with the Northern California Teamsters Apprentice Training and Education Trust Fund, is launching an industry training partnership designing its apprenticeship pipeline, and establishing an alternative staffing organization (ASO) to help under-represented and low-income individuals secure decent commercial transportation jobs. An ASO is a socially responsible temporary placement agency that can respond to the contingent hiring needs of TDL employers, while improving the quality and professionalization of TDL jobs. Because freight movement is a critical environmental concern in West Oakland, the project will need to work with environmental justice partners to address local concerns about greenhouse gas and particulate emissions.

Jewish Vocational and Career Counseling Service (JCS) – Water Utilities Career Pathway Project

Jewish Vocational and Career Counseling Service (JVS), in partnership with Baywork, a 29-member consortium of Bay Area water and wastewater utilities, is designing a nationally significant Training Partnership for the water sector. Responding to credible estimates that nearly half of the Bay Area’s water utility workforce is eligible to retire in the next five years, JVS has begun to identify pathways into the sector’s mission-critical occupations. To address both the anticipated labor shortage in a critical green industry, and the ruinous economic inequality of the Bay Area economy, the Baywork H RTP will build a regional outreach, recruitment, referral, training and support infrastructure that connects disadvantaged Californians to high quality jobs in the water sector.

Acknowledgements

The concepts central to high road workforce development have been forged across decades by many thinkers, practitioners, and policy makers. The H RTP builds on the best experience and thinking in California and across the nation. In developing the H RTP vision — and sharing its more broadly applicable approach, as outlined in these briefs — CWDB partnered with COWS, a research center at the University of Wisconsin Madison and national leader in high road policy and practice. We gratefully acknowledge the contributions of COWS principles Joel Rogers and Laura Dresser; many of the ideas in these briefs, developed in partnership with Sarah L White, draw directly from their work.