

PROJECT OVERVIEW
JUNE 2019

The High Road to Janitorial Services

Building Skills Partnership (BSP) is a successful high road training partnership (H RTP) that builds strong regional workforce development programs. As a statewide organization, it provides vocational training in English language and green skills, often blended with financial and digital literacy, citizenship, higher education, and other workforce development and immigrant integration needs. BSP's comprehensive worksite training model improves the quality of life for workers and their families through engagement in culturally relevant programming.

Through the California Workforce Development Board's (CWDB) H RTP initiative, BSP is expanding its workforce development approach through the Green Jobs, Good Jobs program. The project supports building owners, employers, and janitorial industry leaders working in partnership to define and improve skills, standards, training, professionalization, and career ladder opportunities for janitors with limited English proficiency. These property service workers play a critical role in minimizing the environmental footprint of commercial buildings where they work by addressing water, waste, and energy inefficiencies. The Green Jobs, Good Jobs program provides janitors with access to professional development opportunities, healthier workplaces, and improved operations and maintenance staff dynamics, while strengthening employers' ability to comply with sustainable practices.

BSP's efforts to expand green skills will help advance the high road model in two critical ways: by building systems and partnerships to standardize green practices for high-performing commercial buildings in California and by demonstrating the value and impact of taking the high road approach in the janitorial services industry. BSP is supporting workforce practices that deliver services to workers who are predominantly women and immigrants with lower levels of education who often lack access to professional development opportunities, education, and training to advance their careers.

With support from the California Workforce Development Board's H RTP initiative, BSP is extending the scope and vision of the Green Jobs, Good Jobs program in three major ways:

PROMOTING A PARTNERSHIP MODEL THROUGHOUT CALIFORNIA

BSP created a working group on sustainability to adapt BSP's system of credentials to high-profile commercial buildings in new regions throughout California and to test it as a model of partnership and program delivery that demonstrates the impact and value of contextualized worksite instruction.

EXPANDING THE GREEN JANITOR EDUCATION PROGRAM (GJEP)

BSP is creating outreach and marketing strategies to adapt the GJEP system of credentials to high-profile, single-tenant commercial buildings in the high-tech, entertainment, and other industries in the Silicon Valley, Oakland, Sacramento, Orange County, and San Diego. New partners include the California State Lottery building and Los Angeles Sustainable City pLAn property managers and city workers who are interested in adopting BSP's green-training certification program and other building sustainability standards.

CREATING OPPORTUNITIES FOR PROFESSIONAL MOBILITY FOR JANITORS

To identify training approaches with career pathways, BSP is researching apprenticeships within and outside the janitorial services industry. BSP is working with SEIU-USWW and employers within its labor-management committee to determine vocational and training needs and negotiate the terms of the training programs.

Ultimately, janitorial service companies gain a skilled workforce that meets industry needs and sustainability goals for high-performing buildings, and property service workers are positioned at the forefront of environmental sustainability efforts in California.

The California Workforce Development Board (CWDB) designed the High Road Training Partnership (H RTP) initiative to model a sector approach that can address critical issues of equity, job quality, and environmental sustainability. H RTPs are industry-based, worker-focused training partnerships that build skills for California’s high road employers—firms that compete based on quality of product and service achieved through innovation and investment in human capital and can thus generate family-supporting jobs where workers have agency and voice.

**For more information, see
<https://cwdb.ca.gov/initiatives/high-road-training-partnerships/>**

THE EVOLUTION OF BSP: A BRIEF TIMELINE

Building Skills Partnership becomes a nonprofit

With the support from SEIU-USWW, building and operations employers, BOMA-LA, and the UCLA Labor Center, BSP becomes a nonprofit organization to service low-wage, immigrant property service workers through workforce development that incorporates immigrant integration efforts.

Governor Brown signs executive order B-18-12

California Governor Edmund G. Brown Jr. signs executive order B-18-12, which requires reduced energy and water use and greenhouse gas emissions in state-owned buildings by 2020. The state legislature mandates strict enforcement of regulations for commercial buildings.

Labor Management Committee is established

The industry recognizes the need to shift to a more sustainable approach to cleaning buildings. BSP forms a labor-management committee and, in collaboration with the US Green Building Council-Los Angeles (USGBC-LA), develops a curriculum to teach janitors about water, waste, and energy inefficiencies in commercial buildings.

Trained and certified over 1,000 workers

across California as Green Janitors.

2004

2007

2008

2012

2014

2015

2016

2017

2018

2019

Flagship English as a Second Language program is developed

BSP develops its flagship Vocational English as a Second Language (ESL) program in the Bay area.

LTEF fund is created

SEIU-USWW and building and operations employers create the Leadership Training and Education Fund (LTEF) under provisions of the Taft-Hartley Act.

The Green Janitor Education Program is piloted

BSP pilots the Green Janitor Education Program (GJEP), a 30-hour workplace curriculum that aligns with the USGBC Leadership in Energy and Environmental Design (LEED) rating system for green buildings.

Clean Energy & Pollution Act is passed in California

The California legislature passes SB350, the Clean Energy and Pollution Reduction Act of 2015, landmark legislation to double the state's energy efficiency by 2030 through clean-energy, clean-air, and greenhouse-gas-reduction goals.

Expanded GJEP to Northern California

and built staff capacity by hiring two Vocational Coordinators overseeing partnerships and collaborations to address industry needs.

Through labor-management committee launched

Through labor-management committee launched the Floor Care Technician Training Program to address industry and workers needs.

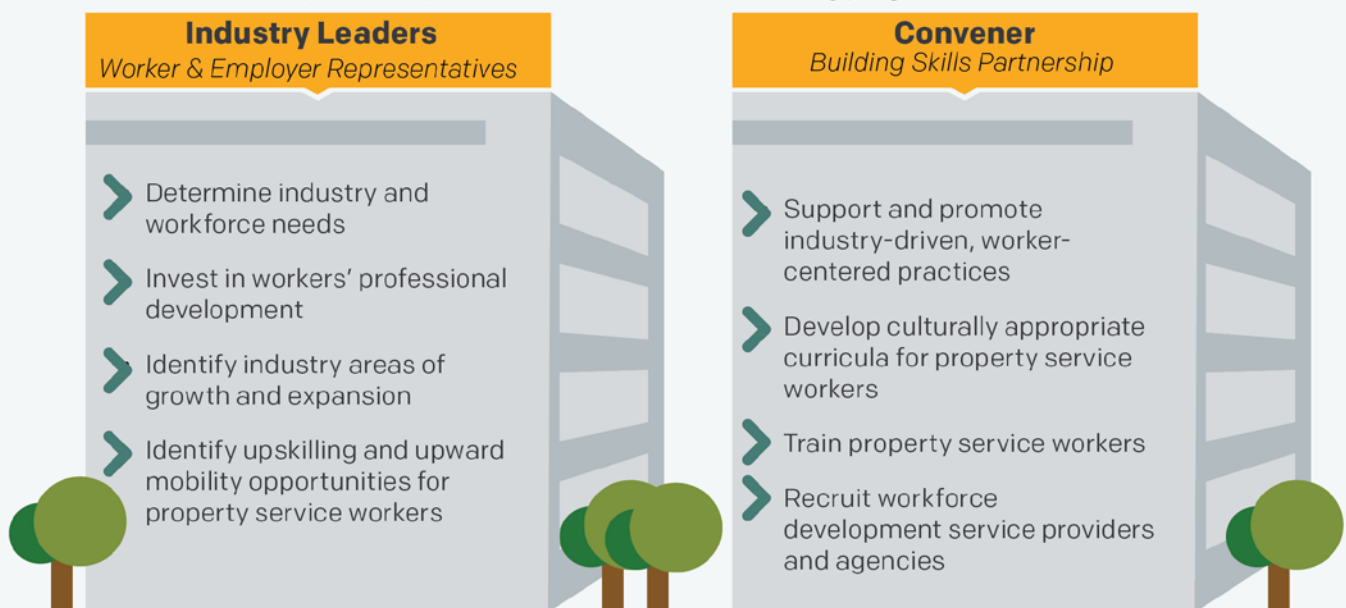
Industry Partnerships: Where Supply Meets Demand

The janitorial service industry in California provides little to no opportunity for upward mobility. On average, janitors earn an annual salary of \$31,910, and one in three janitors is employed by contractors. Of the contracted janitors, more than half live in families whose income falls below the poverty level, and 45% are women. To cut labor costs, the janitorial industry has increasingly relied on contractors, resulting in low wages and an increase in the prevalence of workplace and health and safety violations. Contract workers usually do not have union representation, which protects workers from practices prevalent in the janitorial industry such as wage theft, misclassification of janitors as independent contractors, and health and safety violations. Of the 227,050 janitors working in California, only one in four belong to a union.

Because SEIU-USWW represents nearly 45% of unionized janitors in California, BSP

Fig 1. BSP Partner Roles

As an intermediary, BSP convenes a labor-management partnership to address the demand side and organizes educational partners to find solutions that address the supply side of the janitorial service labor market. In some cases, intermediaries help contribute supply-side solutions through workforce development responses like contextualized training programs.



worked with the union to negotiate a labor-management committee to address industry and workforce needs and provide a high road model in the janitorial sector. Through the labor-management committee, BSP convenes employer and worker representatives, including SEIU-USWW, California's leading janitorial service companies, BOMA-GLA, green property service workers, and the broader community. BSP regularly convenes this set of unlikely partners to identify common interests and develop solutions to janitorial services industry and workforce needs. BSP staff work with subcommittees to address specific topics, such as sustainability in the case of the Green Jobs, Good Jobs program.

Each committee partner contributes specialized knowledge that collectively shapes and informs workforce development strategies. As industry leaders, employer and union representatives identify shared needs, challenges, and goals in response to industry demand. Intermediaries like BSP then implement those solutions by identifying workforce development mechanisms and strategies that respond to industry needs.

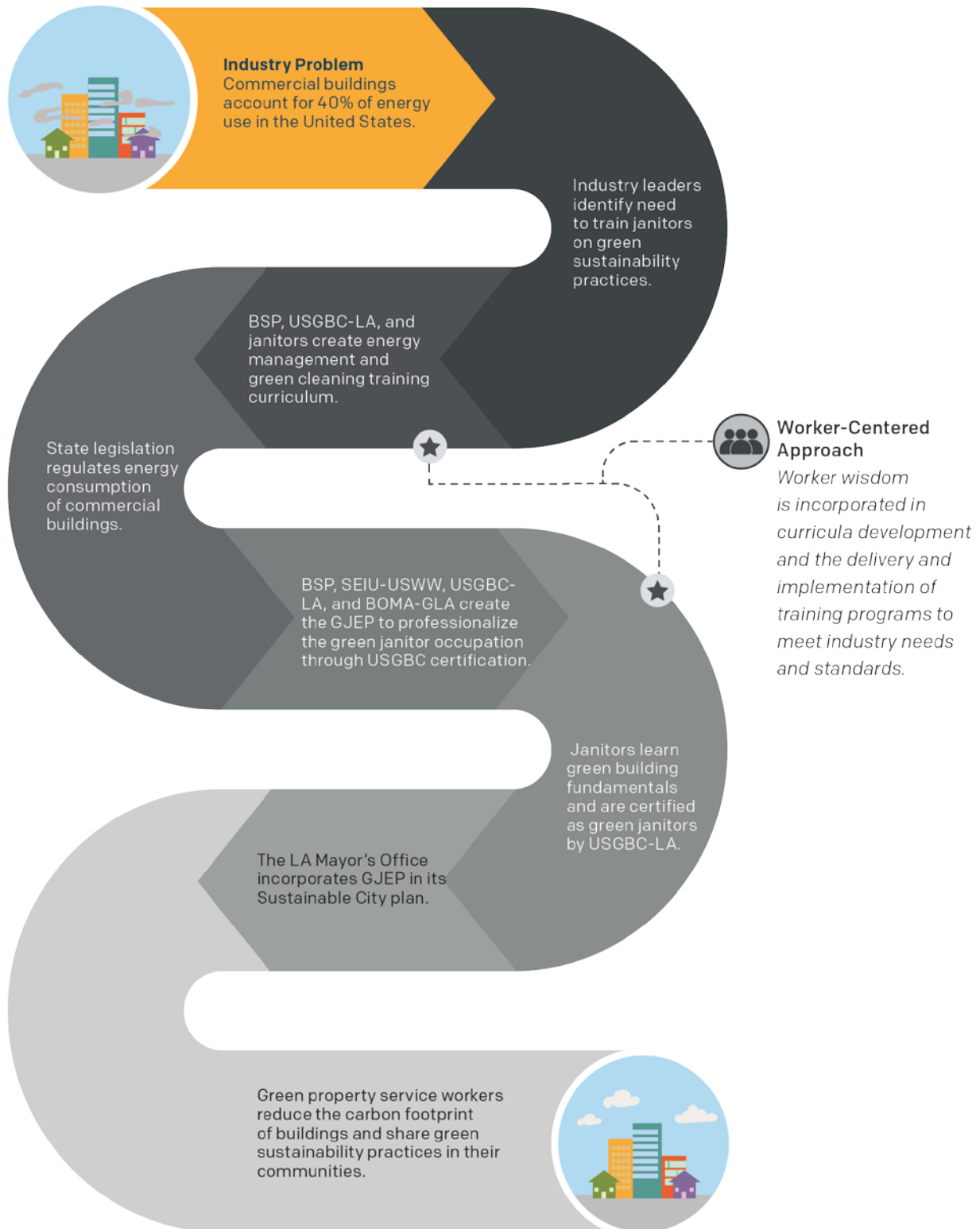
- On the demand side, the BSP H RTP identifies skills and training to address janitorial services industry needs while simultaneously helping commercial buildings reach their sustainability goals.
- On the supply side, the BSP H RTP develops worker-centered curricula and provides contextualized training and economic opportunities for immigrant property service workers.

Intermediaries collaborate with existing workforce development providers, such as workforce boards, community colleges, adult schools, community-based organizations, and social service agencies. BSP has a unique role as both the intermediary and a training provider with expertise in curriculum development and training programs that respond to both immigrant worker and industry needs. For the GJEP, a green skills training program, BSP works with USGBC-LA to certify workers in sustainability practices—green cleaning, energy conservation, recycling and waste diversion, health and safety, and water conservation—and promote a nationally recognized green building standard. BSP also collaborates with the LA mayor's office to incorporate the GJEP certification into the LA Sustainable City pLAn goals, which in turn legitimizes and promotes the value of green janitors in the environmental sustainability movement. Finally, BSP connects with workforce development agencies and service providers to strengthen and expand the H RTP model across the state and beyond union commercial buildings.

These collaborations have resulted in more efficient green operation and maintenance practices of green buildings; improved relationships between property service workers and management; and a recognition of low-wage, immigrant workers as valuable contributors to the environmental sustainability movement.

Fig 2. BSP's High Road Approach in the Janitorial Industry

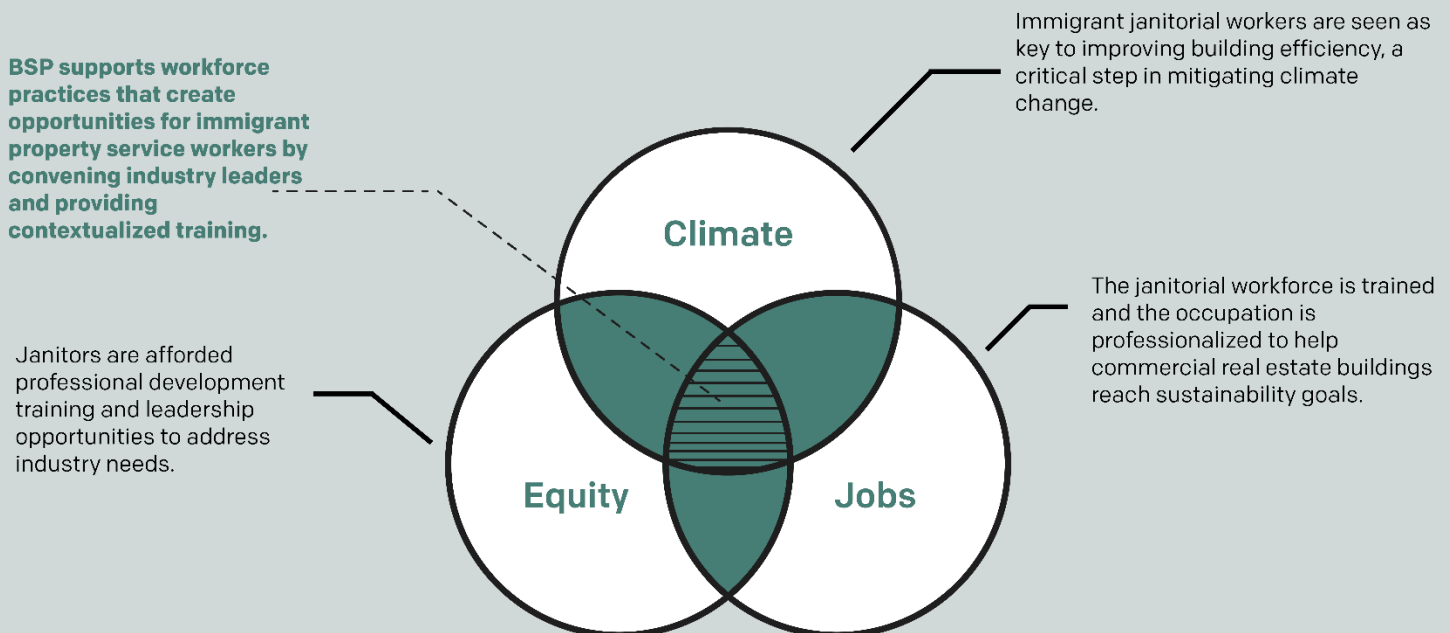
Through the GJEP, janitors are trained on green cleaning, energy and water conservation, health and safety, and waste diversion.



Taking the High Road: Improving Equity, Job Quality, and Climate Resilience

By taking the high road approach to addressing equity, climate change, and job quality, BSP is leading the way in building a better future for property service workers in California. BSP's H RTP focuses on sector strategies and interventions that value equity, inclusion, and job quality. BSP facilitates discussions among property owners, managers, SEIU-USWW, and green-certified property service workers on implementation strategies that integrate the Equity, Climate, and Jobs (ECJ) approach and meet the supply and demand needs of the industry.

Fig 3. Taking the High Road: Improving Equity, Job Quality, and Climate Resilience



ADVANCING ECONOMIC OPPORTUNITY

BSP specializes in designing workforce development approaches for immigrant workers who are adjusting to a new country and facing obstacles to their career advancement. Most of the workers BSP serves are from Latin America (95%), 70% are women, and less than 30% are formally educated beyond the sixth grade. Many of the workers are monolingual Spanish speakers who struggle with tests, lack transportation and childcare, have family obligations, and hold second or third jobs.

BSP collaborates with unions, employer leaders, and property service workers to create training programs and career pathways that increase opportunities for economic mobility. BSP provides courses - vetted by property service workers - at worksites during paid work time, with instruction and certification testing in Spanish for learners with a wide range of educational levels. There are no current career ladder opportunities for property service workers, but BSP is exploring pathways to supervisor positions, like foremen, project managers, or area supervisors.

BSP values worker wisdom and promotes opportunities for workers to become leaders at their worksites and in their communities. Green property service workers implement and maintain sustainable practices that become the norm within commercial buildings and are carried over to workers' homes and communities. For instance, building owners and their tenants align with property service workers to promote green practices that help reduce operating costs and the carbon footprint of commercial buildings. Green property service workers also implement green practices at home and teach others ways to decrease waste and energy consumption.

BUILDING ECONOMIC AND ENVIRONMENTAL RESILIENCE

Through BSP's training, janitors gain a sense of responsibility and understanding of why and how sustainability practices help mitigate the impacts of climate change, while employers gain a trained workforce that helps meet local and state climate standards. A recent study found that over a span of 2013 and 2016, 76% of GJEP buildings saw a decrease in energy and water usage. GJEP buildings used 5.6% less energy on average in 2016 than non-GJEP buildings. And by sharing green practices with their families, friends, and neighbors, GJEP janitors are creating healthier and more resilient communities.

BSP gathered SEIU-USWW representatives, BOMA-GLA, and USGBC-LA to form a working group on sustainability. The group is identifying industry needs and best training practices to address the high environmental and health costs of underperforming buildings. As part of these expansion efforts, the working group is devising outreach and marketing strategies to adapt the GJEP system of credentials to high-profile, single-tenant commercial buildings in the high-tech, entertainment, and other industries in the Silicon Valley, Oakland, Sacramento, Orange County, and San Diego.

DELIVERING SKILLS FOR QUALITY JOBS

BSP works with employers who are willing to engage with their workers, SEIU-USWW, janitorial contractors, building owners, and property management agencies to develop workforce strategies that deliver quality green workplaces and services. Employers like ABM, ABLE, Allied Universal, DMS, ESC, and Servicon, and building management companies such as Brookfield and Kilroy, value training and compete based on quality green building practices. They work together to identify training needs in the janitorial services industry, and they invest resources to improve workforce skills.

BSP's labor-management committee has professionalized the property service worker occupation, and workers can now be certified through the GJEP by attending a 30-hour, 15-week training program. Employers have acknowledged the value of janitors' work and signed on to the master contract agreement with SEIU-USWW that reclassifies janitors to green property service workers and issues a \$125 bonus to those who are certified. Certified janitors help buildings qualify for an additional point toward the USGBC's nationally recognized LEED green-building rating system. Green property service workers have healthier workplaces with safer cleaning products and are recognized for their role in advancing green practices within the broader sustainability movement. BSP is currently researching ways to continue to recognize green janitors' specialized skills through a wage differential and other opportunities that could lead to family-supporting careers.

The industry and workers have identified floor care work as another area that needs to be upskilled. BSP developed a training curriculum that will lead to higher wages and advancement opportunities for female janitors who have historically been excluded from floor-care jobs. The Pilot Floor Care Technician Training Program trains workers on floor-care cleaning, machine and chemical use, and safety. The training sets a new standard for floor care across the industry.

Expanding the High Road

An H RTP's work is never done. H RTPs provide infrastructure for industry problem-solving, and partnerships evolve along with industry problems and leaders. H RTPs must therefore attend to and strengthen their partnerships' commitment to operating with high road values, to influencing their industries, and to improving their communities. BSP's Green Jobs, Good Jobs program is starting to build systems and partnerships to standardize green practices for high-performing commercial buildings in California. To continue to build the high road in janitorial services, BSP will expand and strengthen its H RTP in these ways:

PARTNERSHIP OPERATIONS

BSP will develop new ways to incorporate worker voice in their programming and formal partnership structures and create networks of high road industry leaders statewide.

INDUSTRY SYSTEMS CHANGE

BSP will create bridge programs to specialized janitorial apprenticeships, promote the adoption of GJEP in new regions, incorporate vocational technology, and develop a green commercial building standard in California.

SOCIAL IMPACT

BSP will empower workers to assist in reducing the carbon footprint of commercial buildings and their neighborhoods and advance the inclusion of janitors in the environmental sustainability movement

Sources

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About this Series

Through the H RTP initiative, the CWDB has invested close to \$10 million to develop, refine, and expand a series of skill-focused, industry-based training partnerships that advance equity by linking workforce innovation to regional challenges of job quality, economic mobility, and environmental sustainability. The UCLA Labor Center, commissioned by the CWDB, is leading a two-year evaluation process to understand the successes and challenges of the funded partnerships in building a workforce infrastructure that can holistically address key issues related to equity, climate, and jobs. This is one of a series of eight partnership overviews from UCLA evaluators Ana Luz Gonzalez-Vasquez, Magaly Lopez, and Saba Waheed. For additional overviews and more information about the H RTP initiative, see <https://cwdb.ca.gov/initiatives/high-road-training-partnerships/>.