

H RTP PROMISING PRACTICES

Industry-Led Problem Solving

First in the series: *Promising Practices Illustrating the Four Essential Elements of High Road Training Partnerships*

UC Berkeley Labor Center
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Overview

This brief provides a deep dive into the essential element that a successful High Road Training Partnership (H RTP) is industry-led in its problem solving. It details a number of promising practices gleaned from the field for how to implement the critical components of this essential element. It also offers some specific examples of where and how these promising practices have been developed by the H RTPs that participated in the California Workforce Development Board's (CWDB) demonstration initiative. A listing of each of the H RTPs that is referenced throughout is provided at the end of this brief.

Critical Components

Promising practices have been identified for each of the following components that are critical for a successful H RTP to be industry-led in its problem solving. Those practices come from partnerships at all stages of development and across various industries.

- ❖ **Start with the Jobs:** The industry partnership determines demand and leads industry assessments
- ❖ **Strive for Scale:** Lift as much of the industry as possible on to the high road
- ❖ **Set Industry Standards:** Make the high road approach the best approach

Promising Practices

❖ **Start with the Jobs:** The Industry Partnership Determines Demand and Leads Industry Assessments

When industry leaders—in both management and labor—drive industry analyses, they can best identify the actual jobs and skills they need, bring the specific information they have to the table, and include operational considerations from the start. They can also be candid about the threats and challenges they may be facing in their competitive environment.

Industry leaders can then reach out for other information—be it quantitative data, market analysis, potential policy changes, and existing workforce education and training offerings—to augment what they need to know. It can also be an on-going and iterative process, rather than a one-time or periodic report, utilizing a wide range of ways to gain a continuous understanding of demand.

This critical component of having the industry drive industry analysis has three aspects, each of which has a number of promising practices and examples detailed below: what information should be included, how should it be gathered and how should the analysis be used.

What Information is Needed to Conduct an Industry-Led Analysis

For a strong industry-led analysis, it is important to gather key elements of information. Most of this information would be included in a traditional job needs assessment, but it is packaged here with ways to go beyond that or get more detail to ensure the assessment is meaningful.

» *Information on What's Going On in the Industry*

Promising Practice: Go Beyond General Labor Market Trends

Industry analyses should not be limited to data derived from traditional sources—it should be augmented with the other information listed below that goes beyond general trends. Traditional analyses often rely on data from the Bureau of Labor Statistics (BLS), the California Economic Development Department, county economic development departments and other broader industry commissioned studies. This data is too general to be truly actionable, so find ways to go beyond the trends.

Example: HRTPs have reached more specific understandings of trends by pulling data directly from employers in the partnership. For example, the study by BAYWORK for the water industry estimated the need for key job titles in the San Francisco Bay Area. They used data from BLS and the San Francisco Center for Excellence for Labor Market Research, along with general industry trends from a national study by the Water Research Foundation and the Water Environment Research Foundation. Yet they deepened it with their own survey and database of information collected directly from 39 local water agencies.

Promising Practice: Consider Current and Near-Term Employment Needs

Account for the gaps in filling current workforce needs and projections. This can include the demographic and incumbent retirement patterns to identify where the critical job openings are and are expected to be. For example, almost every one of the HRTPs in this initiative identified the aging workforce as a critical factor affecting demand, with the expected “silver tsunami” being a driving force for accelerated efforts not only for workforce training in general but for approaches that will bring in younger workers.

Promising Practice: Specify Policy or Regulatory Requirements

Be as specific as possible about what laws, policies or regulations are driving change in the industry.

Example: These can include requirements with very defined targets, such as “Local Hire” ordinances that are currently in effect, or requirements with longer term targets, such as “zero emission” environmental rules, that may get defined more fully through regulations over time. They can also include comprehensive laws that will have great impact in potentially unknown ways as they are implemented over time, such as the Affordable Care Act (ACA) in health care.

Promising Practice: Account for Industry Challenges/Changes Ahead

Consider major disruptors in the industry, whether they be from technology or new ways competitors are operating. Many of the industries in this initiative are facing fundamental changes in how their industry provides goods and services, including the movement toward Airbnb rentals in the hotel industry, smart cars and buses in the transportation industry and robotics in the health care industry.

Example: Understanding major competitors is important, be they foreign providers of the same goods and services, such as how the **Port of Los Angeles (Port of LA)** needs to look at the world shipping industry, or mergers and acquisitions within one's own domestic industry, such as in private sector health care.

Example: Changing customer needs, preferences or service expectations is also important, as the **Worker Education and Resource Center (WERC)** identified in its environmental scan for public health services in Los Angeles.

Example: Similarly, it's helpful to also include the impact of changes in the labor market that can affect the ability to offer high quality jobs, including trends in unionization and movements that are curtailing or expanding unionization.

Promising Practice: Identify and Act on Particular Goals of the H RTP Partners

By definition, H RTPs are solving for high quality jobs. Yet they may have specific priorities within that which the partners have identified as goals that should then be included in the gathering of information.

Example: H RTPs in this initiative were specifically interested in gathering data to help them meet their goals to reduce gender and ethnic disparities in their workforces and address targeted geographic underrepresentation and inclusion for historically excluded populations.

Example: **WERC** provides a good example—and definition—of “good jobs” in its 2018 analysis of the workforce needs in the County of Los Angeles (County of LA): “In terms of workforce development, LA County’s most essential asset is its jobs. These jobs number over 100,000 and they are good jobs that provide workers with steady hours, union representation, strong benefits and good wages. The quality of the jobs is clear in the relative stability of the County workforce—many workers stay their entire careers—and in the strong applicant pool for openings.” The H RTP sets out to meet the demand for those good jobs, but has also set equity as a priority and therefore conducted a detailed Equity Scan as an appendix to that study, which allowed them to develop more specific recommendations to meet that goal.

» *Information on What Specific Jobs Are Needed*

Promising Practice: Be Specific by Including Information at Various Levels

Ensure the industry-led analysis is relevant by moving beyond trends or generalities. Be as specific as possible about the actual jobs that are needed and at which employers, including the career pathways they are part of. Then distill that information to the few key findings to prioritize the work.

Example: Building off the general labor market work of an earlier study, **WERC** undertook a more detailed review across all County of LA positions in 2018. They found that retirement projections, for example, varied widely by department and among job classification groups, so general aging workforce trends were broken down more specifically and cross-walked with other relevant data to help identify job opportunities in target classifications.

Achieving this kind of specificity may develop gradually. A consultant or sector navigator working with economic experts may provide the high-level data and trends in typical industry analyses. Then, focused partnership work—possibly in specific sub-committees—can identify the detailed opportunities and needs within a particular employer or across employers.

Example: The **Service Employees International Union (SEIU)-United Healthcare Workers (UHW) Education Fund (The Ed Fund)** was able to benefit from the broad analysis McKinsey did, which distilled the high demand jobs across all California health care employers. Then, The Ed Fund convened the employers to review the analysis and provide the information about specific openings in particular locations.

One of the things HRTPs have learned is that the sooner this is done the better as it often takes multiple meetings to get employers to validate the critical job positions, lock down the pathways for those positions, and then do a facility-by-facility analysis to generate the true nature of the immediate and forecasted demand. Specific pathways are also important.

Example: **The Ed Fund** identified medical coders as an in-demand job across health care employers, but before developing an apprenticeship program, they worked with one major employer that had different pathways in different facilities. They standardized job descriptions statewide so the training program would be as relevant as possible.

» *Information on What Skills and Competencies Are Needed*

Promising Practice: Understand the Skills Needed for Workers to Succeed in the Job

Knowing the jobs without knowing the skills required to perform those jobs inhibits the ability to maximize effective training for those particular jobs. Below are examples of HRTPs rooting their work in the skills needed for workers to succeed.

Example: The **Hospitality Training Academy (HTA)** has found that for workers to succeed in certain culinary jobs, it is important for them to have knife cutting skills. These skills are not easily mastered in classroom training but workers benefit from constant practice.

Example: The new Lashing Training program being developed at the **Port of LA** is based on the skills needed to do the work efficiently, and just as importantly, safely, due to the unique physical setting of narrow passageways between high stacks of shipping containers on board a containership. Breaking down the component activities needed for critical roles helps to identify strategies to support workers in mastering those capabilities and practices.

Promising Practice: Investigate What Workers Need to Retain Jobs as Industry Changes

Knowing the competencies needed for workers to succeed allows for program development and support that ensures workers not only get the jobs but also retain them. It is especially important if the duties or activities may be changing in the future as the work changes.

Example: The health care study for **The Ed Fund** addressed this by first laying out the core skills needed and the skills gap for the prioritized professions, and then the potential skill changes that will be needed as a result of expected automation changes. The latter was very helpful because it identified not only what percent of the activities associated with a particular job would expect to change because of automation but also what that would mean for valuable skills that would remain necessary for a particular job and the importance of equipping/training workers for those skills.

Promising Practice: Identify Skills Needed Across a Range of Occupations

Some skills may be identified as necessary across a range of occupations in an industry and can then be developed for all workers.

Example: Following the **Ed Fund's** automation-research above, the study found that “for most employers, the largest pain point faced in workforce needs is profession-agnostic: workers lack social and emotional skills.” Knowing this means the H RTP can then develop education and training programs focusing on those that prepare the most workers for any change that may come.

Understand Barriers

Promising Practice: Understand Past Barriers to Fulfilling Demand

Be clear about the barriers and gaps that have kept the most in-demand jobs in that industry from being filled or getting sufficient qualified workers to meet the need. Industry-led analyses go deeper than general trends into the specifics of jobs, particular training pipeline challenges, operational challenges, and barriers that employees themselves identify for why they don't apply for jobs or participate in available training programs.

Example: One of the key findings of the BAYWORK study for the Northern California water industry was lack of available entry-level positions. Given that they had a consortium of water agency employers and labor representatives already at the table with **Jewish Vocational Services (JVS)**, they were able to ask what it would take to post more entry level and sub-journey level positions. The partners talked it through and teased out what the barriers are, which led to specific recommendations in their industry analyses that they could work directly to implement.

Example: **WERC** looked at a range of barriers for positions at the County of LA and identified, among other things, that the hiring process itself can be a challenge. They discovered this with the online system and particularly for applicants with barriers to employment who are not accustomed to representing their qualifications and experience in an online application.

Example: Health care employees surveyed for **The Ed Fund** identified barriers in the training provider landscape. In addition to the high cost of the programs, our research indicated that 60% of employers reported that available graduates are

not prepared for work. Other challenges include low awareness of the programs available to health care employees, education programs that are too expensive, finding career pathways confusing, having little academic support when struggling with course content, and not enough hosts for necessary clinical work, among others.

Connect Supply and Demand

Promising Practice: Include Robust Inventories of What Already Exists in the Workforce Development World

HRTPs have added methods for more robust data to inform decision-making. When HRTPs use inventories of opportunities, they can better meet the needs identified in the industry analysis and help identify potential training participants—especially if targeting more than incumbent employees.

Example: **JVS** conducted direct outreach to various community-based organizations to understand who was already engaged in the work. They found that there is already a lot of pre-apprenticeship training appropriate for the trades, but not necessarily training for the specific skills needed for the water industry. Or they found available trainings were primarily in one part of the Bay Area, but not region-wide and their goal was to be regional. They also found existing programs supporting the trades, some sponsored by county Labor Councils, that were open to expanding their programs to the utility industries' needs, such as mechanics, machinists, and instrumentation.

Promising Practice: Go Beyond the Inventory to Evaluate What Works/ Effectiveness

It's important include an assessment of the training and education options out there. How well are these programs actually working? What outcomes are they getting? Such an evaluation provides the H RTP a more result-oriented way to determine how they can best meet the needs and address the barriers they have identified. Because these industry analyses are being driven by what the industry needs rather than by the workforce development or education world, the specificity of the data becomes an asset.

Example: **WERC's** 2018 Environmental Scan for the County of LA reviewed all existing WFD programs relative to County employment. They created an inventory of what is available to prepare people for entry-level employment. They also identified the components of their programs and their outcomes, as well as opportunities to streamline and improve implementation of those programs.

How to Gather Valuable Information

Getting this information often comes from a range of intelligence gathering and processes that bring together a rich set of data for industry partners to act upon. Most importantly, the industry lets HRTPs know what information is available, meaningful, and actionable. HRTPs have found promising ways to get robust information in these ways:

Promising Practice: Be Comprehensive

Make it truly an industry-led analysis—including multiple employers and multiple unions. Make sure that if it includes multiple entities, it includes participation from large and small players so it covers the whole industry. If one large employer represents the entirety or majority of its industry, make sure it includes worker and employer voices from multiple departments or functions of that employer to best capture total job needs and career pathways.

Promising Practice: Elicit On-the-Ground Input

Typically, industry analyses use multiple means to gather intelligence, including stakeholder forums and roundtables, individual interviews of key employers, union and community leaders, surveys and questionnaires. HRTPs have developed promising ways to go beyond those.

Example: The approach taken by **WERC** in Los Angeles is instructive in how they did all of the above, and then went even further. In 2015, as the sector navigator, WERC was commissioned to gather “labor market data and compare it with current health care industry stakeholder intelligence.” They utilized “labor market data and the literature combined with conducting focus groups, interviews, and meetings to gather real-time information,” especially on changes with the “ACA’s impact on workforce demands through the county’s diverse communities.” In 2018, they built off this environmental scan and looked deeply into what the County of LA could do for all positions. To do so, they had conversations with department heads and others in operations, which allowed them to get at more qualitative information. “After identifying the key classification groups, we considered additional factors, primarily based on conversations with County departments, which helped us understand opportunities not reflected in the numbers—it actually changed the outcome/added and took out some/and also helped identify what would be needed to better contextualize the job needs that were identified through the quantitative report.” For example, one of their “qualitative considerations” was to learn if there might be a “champion” in that department or area that would be interested in developing a pilot to break new ground on ways to meet their workforce goals.

Promising Practice: Tap Into Union Knowledge

In union-represented industries, union networks are essential partners in collecting best practices to build strong HRTPs. And HRTPs are accessing tools to tap into union knowledge.

Example: The Industry Needs Assessment tool developed by the Wisconsin Regional Training Partnership has been an effective mechanism in gathering knowledge that key union representatives have about the industries they serve, as the **West Oakland Job Resource Center (WOJRC)** has done through this initiative. Since most union representatives service several companies under contract in a given area for a particular industry, they are a key source of knowledge of trends and developments within the regional sector. The tool is a questionnaire meant to be administered not as a general survey but rather as a communication asset that allows for trusted, on-going conversations about what is impacting employers' ability to keep and grow jobs. It is a participatory action tool that is done verbally and allows for pursuing lines of thought that may not even be on the survey.

Promising Practice: Utilize Industry Networks

Tapping into industry consortia and networks that can provide access to industry players or targeted populations is also a powerful way to ground the understanding of demand in industry needs.

Example: When BAYWORK conducted their assessment of water industry needs that has been foundational for **JVS**, they were able to draw on the insights within the consortium of 29 employers across the region they were a part of in order to ground their assessment and recommendations in industry needs.

Example: The **Building Skills Partnership (BSP)** explicitly works with the Building Owners and Managers Association of Greater Los Angeles (BOMA-GLA) as part of their H RTP and draws in expertise from the U.S. Green Building Council (USGBC) to include a broad industry view.

Example: **WOJRC** is part of a broad base of community advocacy organizations that leverages economic and development investments to promote sustainable living-wage jobs.

Promising Practice: Review Job Descriptions/Postings for Skills Needed

To get as specific as possible within the industry, HRTPs have developed ways to gather details from job descriptions and job postings.

Example: To assess the skills needed for particular jobs, **The Ed Fund** has developed a promising practice in the creation of a “Job Bank.” This is a cross-employer library of the position descriptions for critical jobs across all the employers in the Partnership. Creating such a library lets them see what educational and experience qualifications are necessary for each job and particular skills they are looking for in hiring and movement along a pathway if the jobs are in a “job family.” This allows The Ed Fund as intermediary to aggregate the skills that would be helpful to train for so they can bring the most value to scale in any particular development program.

Example: Similarly, with technical assistance from the California Federation of Labor, **JVS** has been able to research all of the publicly posted position descriptions for critical jobs in the water industry to identify the qualifications and requirements.

How to Use the Information Effectively

The purpose of the industry analysis is to be useful for strategy setting and continuous problem solving by the parties in the partnership itself. To that end, HRTPs have found that analyses should:

Promising Practice: Result in Actionable Recommendations

Truly helpful industry assessments provide specific recommendations for what, why and how to prioritize particular jobs for particular trainings and support. They should be the foundation for an action plan that leaders can embrace with resources and commitments, rather than sit on the shelf as general guidance without a life beyond it.

Example: Each of the industry assessments referenced throughout this brief have specific recommendations which were, in most cases, agreed upon by the partners as part of the process so it deepens the buy-in for using the findings.

Promising Practice: Engage the Decision-Making Body That Will Use the Findings

Identify the partnership body—be it the governing board, an advisory committee or a joint training design work group—that will use the findings of the report and test the recommendations. Make sure they are included in the development and design of the industry analysis so that it is a tool that helps them solve the problem they are addressing.

Promising Practice: Update Findings on a Regular Basis

The assessment should never be a one-time thing but rather a living document refreshed periodically either as a whole or in its component parts. For example, the Industry Needs Assessment is a tool for on-going union and worker input that can—and should—be iterated often. Advisory or other committees and consortia can provide new information as they do their regular work.

❖ Strive for Scale: Lift as Much of the Industry on to the High Road as Possible

To bring as much of the industry on to the high road as possible and make that approach the norm, HRTPs are set on bringing their efforts to scale to achieve their maximum impact. That means engaging more employers, unions, number of jobs, and workers.

Promising Practice: Test New Efforts by Planning Past Pilots

Successful HRTPs commit to continuous learning and recommend starting with pilots to test new efforts and come to joint assessments of effectiveness. Yet, even when starting with pilots, HRTPs in this initiative have found it important to plan for such pilots to inform state-and-industry-wide practices. Then, the pilots themselves are designed with greatest impact.

Example: While the number of actual participants in **The Ed Fund's** new High Road to Health Care Careers is not large, the H RTP is using the pilot to create profiles of the participants, programs and education providers, and assess teaching approaches that will succeed best in such a program when it's scaled.

Example: The **Port of LA's** new partnership convening the International Longshore and Warehouse Union (ILWU) and the Pacific Maritime Association (PMA) very clearly shows that the lashing training provides a way to learn how to jointly develop curriculum and evaluate success so they can take on larger projects together on the horizon.

Promising Practice: Assume Expansion Takes Different Forms

As HRTPs take their partnerships to new geographies, more unions, more employers, and more job pathways, they have found it is crucial to consider the most strategic ways to do that. Even though expansion may be within the same industry or same umbrella union, they advise not to assume the environments are the same and ripe for expansion.

Example: As the **BSP** targets where and how to deepen uptake of their effective Green Janitor Education Program (GJEP) that was developed in Southern California and expanded to other parts of the state, they are sensitive to learning about the differences in the various areas. Organizations that helped legitimize the program in its infancy in Southern California don't have the same relationships or penetration in the north, and the incentives for building owners to participate are somewhat different in different locations. BSP uses their Advisory Committee, industry champions, and continuous feedback loops to learn what may help them build strategic relationships and make expansion viable.

Promising Practice: Undertake Thoughtful Assessments of New Approaches

Most HRTPs write up or come together to review what they've learned from one approach or pilot before they expand it to others so that they don't repeat mistakes and leverage what worked well.

Example: **California Transit Works! (CTW!)** undertakes thoughtful assessments with its leadership of various HRTPs in public transit—through retreats, joint meetings and continuous feedback among their leadership—before and as it expands the partnership approach to more public transit agencies and local transit unions.

Also, HRTPs have found it helpful to use the **Trajectory Road Map Tool** as an exercise for the partners to undertake together to ensure any strategic expansions help meet their long-term goals.

Example: In health care, as **The Ed Fund** thinks about scale, they've found it's key to strategically customize what may be best for different kinds of jobs. They've distilled the options for how to approach solutions into three major approaches, and some jobs lend themselves better to one of them more than others.

1. Connect learners to education providers that deliver high quality training programs
2. Create new programs to meet underserved training needs
3. Aggregate learners across employers to scale connect or create programs above

How this plays out with key jobs, for example, is aggregating programs for medical assistants may be a heavy lift due to the challenge of scaling needed clinical placements, while aggregate programs for medical coders may be easier to bring to scale if they are primarily online. Operational issues can be a challenge to scale, but identifying a preceptor solution for one facility or employer may become a template for other facilities and multiple employers if creating a new program is warranted.

Example: In Los Angeles, **WERC** has been able to strategically expand its efforts in the County health department to the County government as a whole, basing appropriate expansion on thoughtful industry analysis with detailed data and building industry leadership from key players not only at the elected official levels, but also at the operational and department levels. Building off of experience in the health department and identifying new needs in other departments, they recommended and got approvals to launch pilots to constantly learning from. Scale here means not only going broader, but also deeper. In effect, WERC's role is now to "operationalize the County's explicit values" and find smart ways to work within the civil service system so that people with high barriers to employment can attain and retain permanent positions with the County.

Promising Practice: Identify Incentives for More Industry Leaders to Participate

More employers and unions may be willing to participate in an industry-wide approach if they see how it helps them meet regulatory or legal requirements, achieve operational improvements and better customer satisfaction, or gain a competitive advantage or more high-quality jobs and less turnover.

Example: The Local and Economically Disadvantaged Hire Ordinance that governs the Port of Oakland and the Oakland Army base provides incentives for those employers and unions that are covered by it to partner formally on training programs with the **WOJRC**. As they look to expand services to Transportation, Distribution, and Logistics (TDL) employers in other counties not covered by the local hire policy, the H RTP markets the quality of its trained workers, as well as its training systems, which will improve worker productivity and reduce on-the-job injuries. The H RTP cultivates these employer relationships with the East Bay Economic Development Agency and with the East Bay Transportation and Logistics Partnership—a public-private partnership that shares the goal of developing the East Bay as a globally competitive distribution hub.

Example: Similarly, **BSP's** GJEP provides incentives for building owners and developers to earn coveted LEED certification points if they use the BSP provided training that has been developed with the USGBC for the industry and the SEIU.

Example: SeedLA, in its third-party evaluation of **BSP's** GJEP, found the training program resulted in measurable impacts on reducing water consumption and energy costs as well as positive social and health impacts. These results provide strong evidence to help others adopt the program and partnership approach. In fact, the report concluded that the GJEP is the least expensive and easiest way to implement a number of practices that can reduce water and energy costs for buildings and "as the program expands to new buildings, these benefits should be emphasized."

❖ **Set Industry Standards: Make the High Road Approach the Best Approach**

Setting and meeting industry standards through H RTP efforts ensures consistency across the industry and establishes the highest goals for the skills being taught and how they are taught and delivered. Striving for standards is a critical component of a H RTP's ability to truly succeed for the industry and not just one employer, union, or set of workers.

Promising Practice: Set Industry Standards for Programs

The H RTPs in this initiative provide a range of ways to impact and raise up the whole industry through their efforts.

Example: As a requirement to participate in **HTA** Connect, a Database System for hotel room attendants to sign up for additional shifts with participating hotels in coordination with UNITE HERE Local 11, workers will participate in an HTA-administered Environmental Health and Safety, Customer Service, and Hotel Logistics course. This system, which is similar to the one currently used for banquet servers and is akin to hiring/placement systems used by the skilled trades in construction, is groundbreaking for the hospitality industry. Room attendants will have the opportunity to work towards full employment, thereby stabilizing earnings and self-sufficiency.

Example: As mentioned above, **BSP's** impactful GJEP has been proven so effective that utilizing it allows a building to secure "a point" under the rigorous LEED standards and provides the most inexpensive and easiest way to implement green practices.

Example: **The Ed Fund** has been working with the Health Care Career Advancement Program as part of its nationwide industry approach to set standards for health care apprentices. It will allow employers to set consistent expectations and professionalize key jobs, such as medical assistants, medical coders, and radiation and surgery technicians.

Example: **WERC's** efforts with the County of LA are highlighting the need to institutionalize the standards being developed into County human resources targeted hiring policies.

Example: In the Division of Apprenticeship Standards (DAS) application for apprenticeship programs with the Teamsters union, **WOJRC** is working with multiple employers to set the minimum standards any employers would need to agree with in order to participate. Again, these collaborative efforts through H RTP lift up whole industries.

Promising Practice: Set the Standard for How Training is Delivered

H RTPs are committed to learning what delivery methodologies are most effective and strive to set consistent standards to execute those practices.

Example: **HTA** has piloted and refined the Integrated Basic Education Skills and Training (I-BEST) model and Integrated Education Training (IET) mode of team teaching to pair English as a Second Language with the instruction of technical and soft skills. This model, combined with supportive services and case management, create effective wrap around services for immigrant, refugees, and asylees throughout training and post-placement. This model leads to success in training, placement, and retention.

Example: **CTW!** has been sharing effective apprenticeship and mentoring methods across the multiple labor management partnerships that participate in their public transit consortium, setting the standard for incorporating worker voice and partnership values for results.

Example: **The Ed Fund** is applying their effective “high-touch” approach to support participants’ success no matter what training, job or employer they are working with. The pilots being conducted, which test different types of curriculum development and collaborations with community colleges, allow them to create a profile of the education partner, program participant and employer partner that can be the standard for their industry. This includes testing out teaching styles as well, such as the I-BEST team-teaching method to support multiple styles and levels of learning, to see what could be standard for the industry.

High Road Training Partnerships: Participating in the CWDB Demonstration Initiative— By Industry

Health Care	
Convener	Shirley Ware Education Center (SWEC) SEIU-UHW Education Fund (The Ed Fund)
Employer Representatives	Kaiser Permanente Dignity Health Alameda Health
Worker Representatives	SEIU-UHW West, SEIU Local 1021, and worker leaders
Hospitality	
Convener	Hospitality Training Academy (HTA)
Employer Representatives	JW Marriott Los Angeles L.A. LIVE The Ritz-Carleton Los Angeles Sheraton Grand Los Angeles Courtyard by Marriott Los Angeles L.A. LIVE Residence Inn by Marriott Los Angeles L.A. LIVE Concession Companies Operating At LAX
Worker Representatives	UNITE HERE Local 11
Goods Movement	
Convener	The Port of Los Angeles (The Port of LA) (Labor Relations & Workforce Development Division)
Employer Representatives	Pacific Maritime Association (PMA)
Worker Representatives	International Longshore and Warehouse Union (ILWU) Locals 13, 63, 9

Public Sector	
Convener	Worker Education and Resource Center (WERC)
Employer Representatives	LA County Chief Executive Office LA County Depts of Health Services, Parks & Recreation, Public Works, Beaches and Harbor, Fire, and Internal Services Ambulance and transport companies
Worker Representatives	SEIU Local 721 Los Angeles & Orange County Building Trades Councils
Water	
Convener	Jewish Vocational Services (JVS)
Employer Representatives	BAYWORK consortium of water agencies City and County of San Francisco
Worker Representatives	IAM Local 1414 and AFSCME
Public Transit	
Convener	California Transit Works! (CTW!)
Employer Representatives	Santa Clara Valley Transportation Authority Alameda Transit District Golden Gate Transit District
Worker Representatives	Amalgamated Transit Union (ATU) Locals 192, 265, 1575
Distribution & Logistics	
Convener	West Oakland Job Resource Center (WOJRC)
Employer Representatives	Employers located at the Oakland Army Base (OAB)
Worker Representatives	Northern California Teamsters Apprentice Training and Education Fund, Teamsters Local 70 and business agents

Janitorial Services	
Convener	Building Skills Partnership
Employer Representatives	Over 40 Janitorial employers in California BOMA Greater Los Angeles Leadership Training and Education Fund (LTEF)
Worker Representatives	SEIU-United Service Workers West (USWW)

About This Series

Through the H RTP Initiative, the CWDB invested close to \$10 million to develop, refine, and expand the number 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 UC Berkeley Labor Center was commissioned by the CWDB to gather key learnings from the field from the eight H RTPs that were funded in the demonstration phase of the initiative. This brief is part of a series that includes an overview and explanation of the Essential Elements of successful High Road Training Partnerships as well as promising practices and examples of those essential elements across all of the participating H RTPs. For further information on the specific projects undertaken by the H RTPs in this CWDB initiative and the impact they have had on advancing the goals of equity, climate resiliency and job quality, see the project overviews written by the UCLA Labor Center, commissioned by the CWDB to lead the evaluation process for the initiative. For more information about the H RTP initiative, see <https://cwdb.ca.gov/initiatives/high-road-training-partnerships/>.

H RTP Initiative

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. These firms compete based on quality of product and service, achieved through innovation and investment in human capital, and generate family-supporting jobs where workers have agency and voice.

This brief is part of a series that includes an overview of the principles of partnership, snapshot profiles of each of the H RTPs participating in the initiative, an overview and explanation of the Essential Elements of successful High Road Training Partnerships, as well as promising practices and examples of those essential elements across all of the participating H RTPs.

For more information on the initiative and other briefs in this series, see <https://cwdb.ca.gov/initiatives/high-road-training-partnerships/>

Essential Elements of an H RTP

1) Industry-Led Problem Solving

Foundational is that the industry leads the problem solving for the workforce demands unique to that industry. Industry includes both employers and workers or their representatives.

2) Partnership Itself is a Priority

Industry leaders conduct their problem solving through a dedicated and sustained partnership.

3) Worker Voice

Worker wisdom is explicitly incorporated throughout all aspects of the partnership.

4) Industry-Driven Training Solutions

The development, delivery, and reinforcement of education and training programs derive from what industry partners decide is needed.
