

An aerial photograph of a winding asphalt road through rolling green hills. The sun is low in the sky, creating a warm, golden glow over the landscape. The hills are covered in lush green grass, and the road curves through the valleys and over the ridges. The overall scene is peaceful and scenic.

Foundations of the California High Road Training Partnerships Initiative

Presentation to the Oregon House Interim Committee on Labor and Workplace Standards



Joint Labor-Management Apprenticeship



- Worker-Management Led
- Worker Wisdom
- Intentional Partnership
- Industry Solutions



What does “high road” mean?
Joel Rogers (1990)

First and foremost, “high road” (HR) denotes a family of strategies for human development under competitive market conditions that treat shared prosperity, environmental sustainability, and efficient democracy as necessary complements, not tragic tradeoffs.

<https://cows.org/wp-content/uploads/sites/1368/2020/05/1990-What-does-22high-road22-mean.pdf>



Taking the High Road

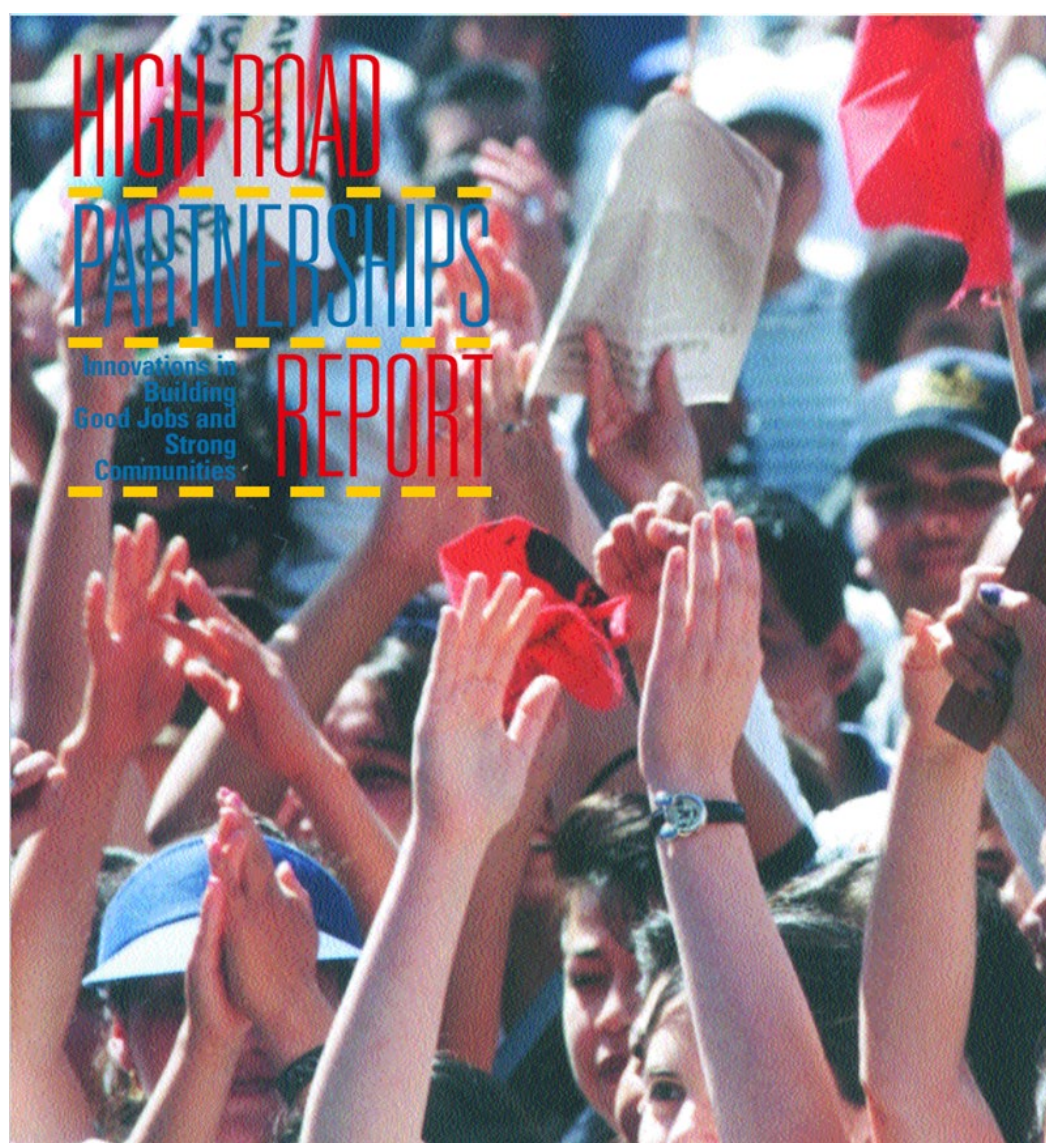
“ - a ‘low road’ that emphasizes cost-cutting, conflictual labor relations and a narrow set of social programs, and

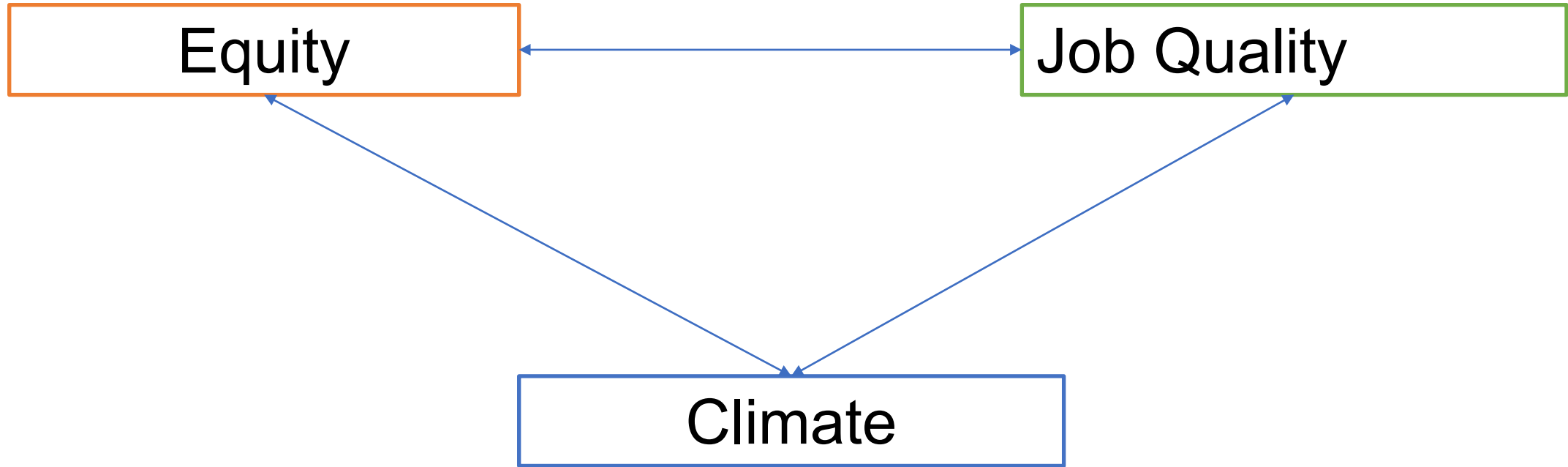
- a ‘high road’ that requires rapid productivity growth and innovation based on cooperative labor relations and generally stronger and more centralized labor unions, high quality production and higher wages, as well as greater state-supported social protection.”

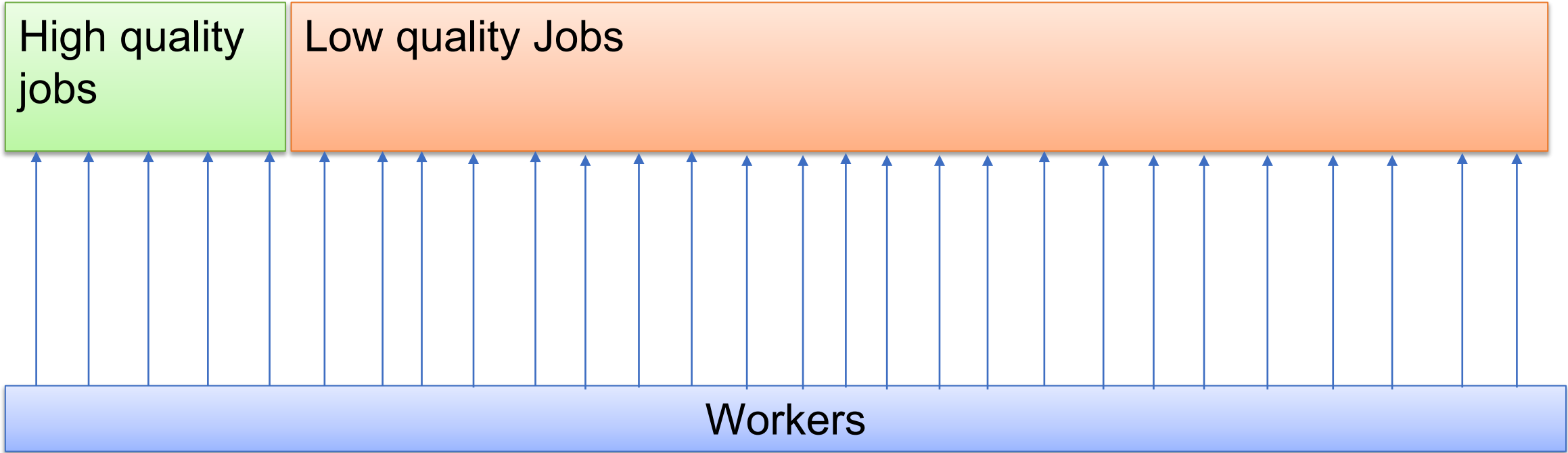
-- Milberg and Huston



“These partnerships vary in structure, employ different strategies and have different funding sources, but they share a common, broad goal: to build an economy based on skills, innovation, opportunity, sustainability and equitably shared prosperity rather than on low-road practices that lower living and working standards and weaken communities.” -- Working for America Institute







HIGH ROAD TRAINING PARTNERSHIP

ESSENTIAL ELEMENTS
JANUARY 2020

Essential Elements of High Road Training Partnerships

A LOOK AT STATE FUNDED INITIATIVES

The California Workforce Development Board (CWDB) invested in eight High Road Training Partnerships (H RTP) to model a systemic approach to industry-led workforce development that can address critical issues of equity, job quality, worker voice, industry efficiency 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 public entities that strive

The end goal is not a program or curriculum but an industry-led skills infrastructure that builds more robust regional economies for California.

THE H RTP APPROACH CREATES AN ECOSYSTEM OF ECONOMIC PROSPERITY

THE HIGH ROAD IN WORKFORCE DEVELOPMENT

ce, digital platforms, and mass retirement are changing the fundamental nature of epidemic, economic inequities are laid bare in the success of a minority of top earners a dilemma: to risk their health and safety or face financial devastation. To create an of both industry and workers, partnerships between the two are working together to ssing issues, especially in times of crisis, including advancing economic recovery

In 2017, CWDB launched the H RTP initiative, which fosters partnerships between industries, employers, labor, and workers to advance a just economy, with a focus on equity, climate resilience, and job quality (ECJ) principles. -- CWDB High Road Evaluation Report (UCLA Labor Center)

family-sustaining wages and
ers have agency and voice
that industries develop
road economy and adopt
ity and environmental

HOW DOES IT WORK?

of other
tnerships

create
that
ent
nity

ns to
onal
hen-
address

define operational
adjustments each partner
will make to implement
training and support
services

umented, and formerly incarcerated workers. H RTPs commit to generating jobs that provide the pay, benefits, physical safety, stable schedule, and career pathways that result in economic mobility. H RTP regional strategies support workers and communities in adapting to and creating new workforce opportunities in the transition to a carbon-neutral economy.

Industry-Driven

H RTPs lead problem solving customized for the needs and future demand of each industry. H RTPs develop solutions to improve worker retention, upskilling, and reskilling so the workforce is trained to support industry-wide solutions. H RTPs also help industries address statewide priorities, like integrating sustainable operating practices.

Worker-Centered

Workers are invaluable members of the partnerships, and their industry expertise is valued as much as employer knowledge. Workers help shape training programs and curricula, train and mentor others, and function at the center of developing industry solutions. Workers are afforded leadership opportunities and are encouraged to organize and mobilize others to help raise industry standards.

Road



High Road Partnership Framework

- Worker-Management Led
- Worker Wisdom
- Intentional Partnership
- Industry Training Solutions

High Road Across California (HRTP)

CA Jobs First (Formerly CERF) Region

Region



Project Name

- A High Road Partnership between Teamsters Local 853 and Gillig Team
- A Just Recovery for Airport Workers: Expanding Aviation Industry Opportunities
- Addressing the Future of Work: Re-imagining Digital Learning to Support Skills Training
- Advanced Green Manufacturing Program - AGMP
- Advancing Entry-Level Healthcare Student Graduation and Job Placement Rates
- Agriculture Worker Training and Advancement with High Road Employers (Ag-High Road)
- Arts, Media, and Entertainment High Road Training Partnership
- Building a Behavioral Health Employment Pathways Industry Partnership
- Building Capacity to Scale ECE Apprenticeships Statewide
- Building Out the SmartGrid: Connecting Electric Vehicle Infrastructure to Microgrids
- California Healthy School Food Pathways Scratch Cooking for Our Future
- California Labor Federation Advanced Manufacturing
- California Labor Federation, CA Transit Works
- California Offshore Wind Energy
- California Transit Works!
- California Water, Wastewater, and Energy Workforce Development Program
- Career Pathways in Agriculture
- Caregiver Resilience Teams
- Caregiver Resilience Teams Enhancement Project
- Center for Empowered Politics
- Center for Manufacturing Green Jobs
- Central California Forestry Corps.

Lead Applicant

- Alameda County Workforce Development Board
- Allied Up Cooperative Inc.
- BlueGreen Alliance Foundation
- BRIC Foundation

Industry

- Accommodation and Food Services
- Administrative and Support and Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting
- Construction

Grant

- California Climate Investments (CCI)
- Department of Labor
- Education Stabilization Fund-Reimagine Workforce
- HRTP: Resilient Workforce Fund (RWE)



Supply
Side
Levers

- Access to information
- Access to resources
- Mechanisms through which voice can be heard
- Skills to exercise voice and power
- Work-adjacent systems that meet needs
- Connection to communities of interest
- Connection to institutions of power
- Collective Action/Collective Bargaining
- Place in Partnership/Infrastructure
- Readiness training/Pre-apprenticeship
- Skills Development/Training/Apprenticeship/Earn & Learn models
- Certification/Credentialing
- Career Pathways/Skills Upgrade



Demand
Side
Levers

- **wage and benefit standards** (prevailing wage, wage floors)
- **skill standards** (apprenticeship requirements, skills certifications, educational credentials, licenses)
- **responsible employer standards** (licensing, bonding, labor-law compliance/no violations, past performance)
- **project labor agreements and community workforce agreements**
- **inclusive procurement policies** (include labor standards, incentivize CBAs, seek best-in-class employer measurements)
- **inclusive hiring** (Local hire, targeted hire, community referrals)
- **public sector work** (leverage existing wage floors, benefits standards, inclusive hiring)
- **measuring, monitoring, accountability, enforcement**



High Road Framework

- Labor and skill standards – demand side levers
- Investment -- target investment, embed standards
- Infrastructure – build an infrastructure that can implement



Infrastructure and Climate Investments

Bipartisan Infrastructure Law (BIL)

Inflation Reduction Act (IRA)

CHIPS and Science Act

Resources

<https://public.tableau.com/app/profile/paul.aguirre/viz/HighRoadAcrossCaliforniaBetaTest4/Dashboard1?publish=yes>

<https://cwdb.ca.gov/initiatives/high-road-training-partnerships/>

<https://laborcenter.berkeley.edu/labor-management-partnerships/high-road-training-partnerships/>