LA County DEO High Road Training Partnership Fund

Systems Change, Theory of Change, and Logic Model

Tuesday, April 22, 2025

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COUNTY OF LOS ANGELES

HIGH ROAD TRAINING PARTNERSHIP FUND
Economic Mobility in Action

About UCLA Labor Center

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UCLA Labor Center

UCLA Labor Center works at the cutting edge of labor research, education, and policy development—serving the interests of workers and their communities in Southern California. It is serving as the technical assistance partner for the HRTP Fund.

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Office Hours: What to Expect

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- This is the first of four Office Hour sessions that will be hosted over the next two weeks. You can find more information, RSVP, and access recordings of all four Office Hour sessions at highroadlac.com.
- These Office Hour sessions are intended to provide general information and ensure a level playing field for all applicants and information seekers. We will not offer assistance with or answer questions about specific programs or individual applications.
- To maintain a fair grant-making process, UCLA will not participate in scoring applications. All applications will be scored by Dalberg, who will not be involved in Office Hour sessions or other technical assistance offered to applicants.
- All questions received during any of the Office Hour sessions or via email at hrtp@dalberg.com will be answered in an FAQ document updated every Wednesday by 6PM Pacific Time, available to all on highroadlac.com. To be included in the weekly FAQ update, questions must be submitted by the prior Friday no later than 3:00 PM Pacific. The final update to the FAQs will be published on Wednesday, May 7, for which questions must be sent by Friday, May 2 by 3.00 PM Pacific.

Agenda

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Time	Activity
3.00-3.05	Opening Remarks
3.05-3.25	Presentation on Systems Change, Theory of Change, and Logic Models
3.25-3.35	FAQs on Systems Change, Theory of Change, and Logic Models
3.35-4.00	Live FAQs for General Applicant Inquires

Systems Change (1/2)

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Systems Change is the process of addressing the root causes of complex social, economic, or environmental issues by transforming the underlying structures, relationships, and dynamics within a system. It goes beyond solving individual problems and focuses on creating lasting improvements by reshaping the way systems operate. Systems change involves altering policies, power dynamics, cultural norms, and mindsets to achieve sustainable and equitable outcomes.

Leveraging HRTPs to Drive Systems Change

- Institutional Transformation - Modernizing the public workforce system by embedding HRTPs into LA County's workforce development system—moving beyond one-size-fits-all services to industry-vetted, equity-centered training pathways.
- Embedding Equity - HRTPs focus on dismantling racial, gender and economic inequities by rethinking eligibility criteria, outreach strategies, supportive services, and how success is measured to ensure that historically underserved communities have pathways to quality jobs.
- Policy Shifts - Through training, HRTPs pilot and institutionalize policies like paid release time, mentorship programs, and inclusive hiring—setting the stage for long-term structural reform.

Systems Change (2/2)

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Leveraging HRTPs to Drive Systems Change

➢Inclusive Influence and Power: By elevating worker voice and employer collaboration, HRTPs create shared decision-making models where frontline worker expertise drives strategic change alongside employer industry expertise.

➢Cultural Shift: HRTPs challenge traditional models by fostering collaboration between labor, employers, and communities—normalizing shared decision-making, designing training programs specifically for historically underserved populations, and prioritizing industry solutions, not just placements.

➢Scalability: Successful HRTPs serve as blueprints that inform regional policy, influence industry standards, and catalyze reforms—leading to the broader adoption of high-road practices such as quality job creation, systems for genuine worker engagement, and equitable career advancement across entire sectors.

Tools to Identify Systems Change Impact

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Theory of Change (ToC)

A Theory of Change (ToC) clearly articulates the industry and workforce challenges the proposed program seeks to address, how the proposed program will respond to these challenges, and outlines the intended systems-level change.

Logic Model

A logic model is a visual and linear tool that summarizes the inputs, interventions and activities, outputs, and outcomes. It is the roadmap that explains how to solve the identified problem(s) and helps identify where various aspects of the partnership fit in the big picture.

TOC Problem Statement and Context (1/2)

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Developing a problem statement gives you the change to step back from day-to-day activities and take a bird's eye view of the deeper industry challenges you're trying to address.

Problem Statement and Context

A Problem statement is a clear, concise description of a specific issue that needs to be addressed. It sets the foundation for your proposed solution by grounding it in real needs. It explains:

- What the industry problem is
- Who it affects
- Why it matters

Your statement should outline the proposed interventions.

- Training program (required)
- Other interventions (if applicable)

Support your statement with data and worker and employer insights.

TOC Problem Statement and Context (2/2)

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Problem Statement and Context Outline Example

Addressing Worker Shortage in [your industry]
The [industry] is facing a critical shortage of skilled workers in [occupation], particularly in underserved areas, which is impacting [issue] and [issue]. The U.S. Bureau of Labor Statistics projects a 16% growth in demand for [occupation] by 2030, yet 40% of employers report difficulty filling these roles due to insufficient training. Input from both employers and workers indicates that rural areas, in particular, are facing a recruitment gap, which is further intensifying the strain on employers and increasing the workload and stress for existing workers.

Why It Matters:
- Employers struggle to fill [occupation] roles, leading to [issue] and [issue].
- The shortage is particularly severe in underserved areas, affecting the quality of service.

Proposed Solutions:
- Training Program: Develop accessible, hands-on training for [occupation], with an emphasis on both technical and soft skills.
- Certification & Career Pathways: Establish certification standards and career progression options for [occupation] within [company name].

TOC Conditions and Assumptions (1/2)

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Conditions and assumptions identify the conditions that will shape the interventions and activities that will lead to intended outcomes.

Conditions

Conditions are the external and internal factors that must be in place for the program to work effectively, setting the stage for its operations by reflecting the context in which it is implemented. Conditions may include:

- External factors: Policies, regulations, or environmental circumstances.
- Internal factors: Resources such as funding, infrastructure, and staffing that are essential for the program's success.

Assumptions

Assumptions are the underlying beliefs or expectations about how the program will work, the behaviors of stakeholders, and the environment in which it operates, which influence the program's design but may not always be explicitly stated. They may include:

- Stakeholder engagement: Belief that the intended participants will engage with the program as expected.
- Contextual factors: Assumptions about the stability of external conditions.

TOC Conditions and Assumptions (2/2)

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Conditions and Assumptions Outline Example

Conditions

- External Factors:
  - Relevant policies and regulations that influence workforce development efforts.
  - Economic conditions and labor market trends that affect program demand and sustainability.
  - Political climate and the potential for shifts in government priorities or support.
  - Community readiness and public perception, which may affect engagement and uptake.
- Internal Factors:
  - Qualified staff and internal capacity to carry out program objectives.
  - Adequate infrastructure, including facilities and technology.
  - Buy-in at all levels to help achieve HRTP systems level change

Assumptions

- Stakeholder Engagement:
  - Partners will sustain their commitment to the program despite possible turnover.
  - Workers will be motivated and able to engage in the program.
- Contextual Factors:
  - Political and institutional support for workforce initiatives will continue.

TOC Systems Change Impacts (1/2)

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Identifying systems change impacts demonstrate the proposed program's potential for lasting, meaningful transformation beyond short-term results.

Systems change impacts refer to long-term shifts in the structures, policies, practices, and relationships that drive a system, aiming to address root causes and create sustainable, equitable solutions. Unlike short-term outcomes, systems change focuses on transforming underlying dynamics for enduring, widespread impact.

- Describe the grander, long-term changes you hope to observe in the workplace, your industry, the workforce development system, the region, the state, and/or society as a result of the partnership.

- Articulate the differences you hope to see for certain populations, LA County residents, and other groups and communities.

TOC Systems Change Impacts (2/2)

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Systems Change Impact Examples

Describe the long-term vision your HRTP aims to achieve

- Increase the representation of women in [occupation] within [industry] that is currently male-dominated.
- Reduce in income disparity in [geographic area]
- Ensure that all jobs within [occupation] offer wages at or above the minimum wage standard in Los Angeles County.
- Change employer practices to ensure more equitable access to hiring, long term retention opportunities, and career advancement for [historically underserved communities].
- Increase economic opportunity for local residents and ensure that new investments benefit the local community.
- Strengthen cross-industry networks to increase the competitive advantage of [industry of interest]
- Transferable skills cross industry
- Implement policies that promote energy efficiency and sustainable practices across [industry].

Share examples of your experience achieving systems change (if applicable)

- E.g., Worksite childcare center, paid family leave and disability benefits policy in CA

Logic Model: Elements

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A logic model visually maps out specific inputs, outputs, outcomes, and impacts.

Inputs	Interventions & Activities	Deliverables	Outputs	Outcomes	Systems Change Impacts
Essential resources, structures, and relationships that make the partnership work.	Specific programs or actions that are designed to address the identified problem.	Tangible product(s) to be accomplished with grant funding by the end of the grant term.	Tangible short-term and measurable products, services, or deliverables generated through program activities to achieve specific objectives.	Measurable effects or changes that result from program outputs, usually reflecting the long-term impact or benefits of the initiative.	Systems change goals that can be achieved within the 12 month grant period that are planting the seed for long-term systems change

Logic Model: Guiding Questions

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Inputs	Interventions & Activities	Deliverables	Outputs	Outcomes	Systems Change Impacts
What do you need to start and sustain the HRTP during the grant period? List specific resources, investments, and/or any policies/laws.	What activities will occur during the grant period to help carry out your intended outcomes?	What tangible products will the partnership produce and deliver to LA County DEO and Dalberg (the grant administrator)?	What immediate, measurable products or services will the partnership deliver as a result of the partnership's inputs and activities? For quantitative outputs, indicate the target number; for qualitative outputs, be as specific as possible.	What are the short-term and intermediate changes you hope to observe as a result of the partnership? What differences do you hope to see for training participants, workers, and employers?	What specific improvements do you aim to achieve within the 12-month grant period that will advance the systems change goals outlined in your Theory of Change?

Logic Model Example

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Inputs	Interventions & Activities	Deliverables	Outputs	Outcomes	Systems Change Impacts
• HRTP Partners • Program Staff • Facilities • Funding • Stipends	Training Program • Conduct targeted outreach • Enroll participants Convene Partners Attend Community of Practices Mentoring Program	• Curriculum • Monthly Reports • Industry Assessment • Partnership Structure	• # of people trained • # of people reached • # of employer partners • # of stipends distributed to participants	• # of graduates • # of people placed in jobs • Improved worker satisfaction • Increase in worker confidence • Additional funding • Wage gains • Reduced turnover	• Adoption of curriculum by employer partner • Change in one employer practice

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FAQ

FAQ: Theory of Change and Logic Model

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I understand the UCLA Labor Center will offer informational sessions to support applicants in developing their theory of change and logic model. Is it correct to understand that, while these materials are part of the initial application, the process is expected to be collaborative and adaptive, with the final direction evolving through ongoing dialogue?

Office Hours Schedule

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Tuesday, April 22	3:00 PM – 4:00 PM	Systems Change, Theory of Change, and Logic Model
Thursday, April 24	3:00 PM – 4:00 PM	HRTP Core Components: Strong Partnerships, Worker Centered, Industry – Driven, Training Solutions
Monday, April 28	3:00 PM – 4:00 PM	Training Model and Supportive Services
Friday, May 2	12:00 PM – 1:00 PM	Goals – Equity, Economic Resilience, Climate Resilience, Job Quality

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Thank you!