



LA County DEO High Road Training Partnership Fund

H RTP Core Components

Thursday, April 24, 2025

department
of **economic
opportunity**
COUNTY OF LOS ANGELES

**HIGH ROAD
TRAINING
PARTNERSHIP
FUND**
Economic Mobility in Action

About UCLA Labor Center

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 H RTP Fund.



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Office Hours: What to Expect

- This is the second 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 Time. 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 Time.

Agenda

Time	Activity
3.00-3.05	Opening Remarks
3.05-3.30	Overview of H RTP Core Components
3.30-3.40	FAQs on H RTP Core Components
3.40-4.00	Live FAQs for General Applicant Inquiries

H RTP Core Components

H RTPs embody a bold and equity-focused approach to workforce development. To ensure that these programs effectively drive systemic change and foster an inclusive, resilient workforce, the following core components must be integral to all workforce development and training initiatives:



Strong Partnership

What is a strong partnership?

A strong partnership involves a collective of industry leaders—including employers, workers, and labor representatives, along with a dedicated convening organization—who are committed to sustained involvement in collaborative problem-solving.

Why is a partnership important?

A durable, formalized partnership serves as the foundational backbone for sustained, industry-led problem solving and long-term success.

It moves the work forward. Creates neutral space to problem solve together and can prevent oppositional dynamics that stall good work from moving forward.

It considers all stakeholders in co-creating solutions that work for all partners.

Identifying Partners

Consider:

- **Who are the leaders in this industry?**
- **Who is making decisions on industry standards and practices?**
- **Who are the champions implementing transformational change?**
- **Who are the people that understand the high road?**

Convener

Is there an organization that has established relationships with a range of stakeholders within the industry, region, and/or occupation?

Is there a trusted organization with strong project management, strategic planning, and/or coalition-building experience related to this industry and occupation?

Employer

What characteristics should an employer have to be considered a high road employer in this industry or occupation?

Are there high road employers in this industry or occupation?

Are there any employers already working with the convener and/or worker representative?

Labor or Worker Representative(s)

Which unions or worker centers represent workers within this industry or occupation?

Are there other worker-led committees or groups representing the interests and concerns of workers in this industry or occupation?

Do other partners already have established relationships with any of these groups?

Training Provider(s) and Other Implementing Partners and Service Delivery Organizations

Are any training providers already working with other partners?

Are there training providers with extensive experience and/or a reputation for delivering curriculum that is culturally responsive and driven by industry needs?

Are there trusted service delivery organizations that have experience with the target populations?

Best Practices for Engaging Partners



Build on Existing Relationships

Successful HRTPs often begin with pre-existing labor-management relationships. These offer ready-made channels for reaching employers who are already aligned with equity and job quality goals.



Frame as a Win-Win

Outreach to partners should highlight shared benefits. Training programs can be framed as solutions to industry-specific pain points such as labor shortages, retention issues, or upskilling needs.



Engage Partners Early & Strategically

Partnerships are most effective when partners are engaged early as co-creators of training strategies, ensuring buy-in and increasing the chances that training leads to real employment opportunities.

Convening the Partnership

Relevant Experience for Conveners:

- Deep, long-standing relationships with the workers and communities they serve
- Seen as a neutral party that can balance the interests of labor, employers, and community-based organizations
- Familiar with labor market dynamics and understands the specific industry's needs, challenges, and opportunities
- Able to bring stakeholders together, set agendas, and keep multi-stakeholder efforts moving forward
- Experience with workforce and training systems

Examples of ways to engage partners:

- Meet with employers and workers separately at first, identify shared priorities, then bring them together to design shared solutions
- Collect input from core partners separately and use their input to drive your work
- Convene all core partners regularly and workplan together

What is worker-centered?

Worker-centered means the expertise and insights of workers are integrated at every stage of the partnership, ensuring their perspectives and contributions shape program need, design, implementation, and evaluation.

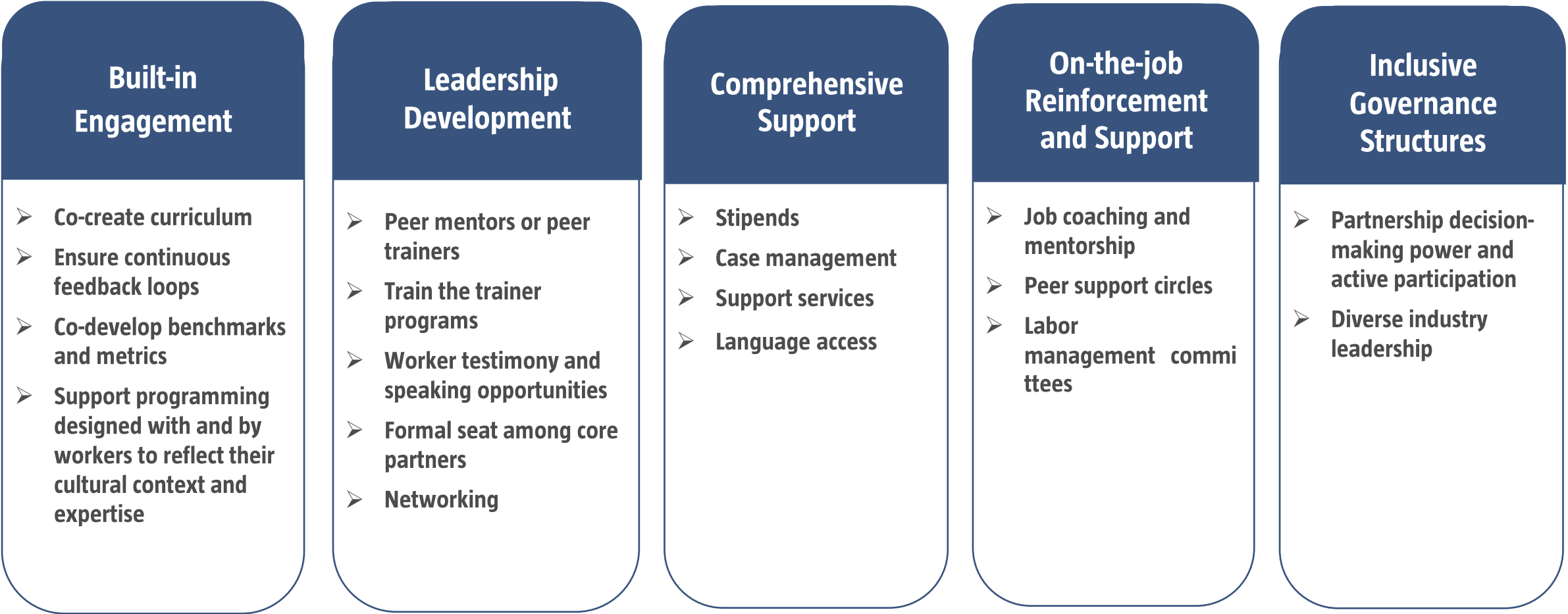
Why is worker-centered important?

Worker experience is essential for creating practical, effective, and relevant industry solutions

Workers offer on-the-ground insights and expertise that can change workplace and industry practices for the better

Incumbent and new workers are often best positioned to identify skills, resources, and other training supports they need to perform their jobs effectively and advance within their industry or workplace

Elements and Best Practices of a Worker-Centered H RTP



Worker voice refers to the ability of workers to express their opinions, concerns, and ideas about their jobs and workplaces—and to have those voices meaningfully considered in decision-making processes that affect them.

HRTPs can elevate worker voice by:

- **Creating formal processes or mechanisms for worker concerns to be voiced within the partnership**
- **Incorporating worker feedback mechanisms through surveys, focus groups, and direct conversations**
- **Recognizing and elevate workers lived experience**
- **Establishing worker advisory committees**
- **Featuring worker stories as part of industry success narratives**
- **Compensating workers for their time and expertise when they contribute to evaluations or decision-making**
- **Partner with trusted, community-based organizations that have established relationships with underserved populations**

What is Industry-Driven?

Industry-driven means identifying current and future industry-wide needs for a skilled workforce that can be solved for specific, local employers with a collaborative training solution.

Why is being industry-driven important?

Directly links training to employment: Workers are trained for real, quality jobs that employers need to fill

Ensures program relevance: Employers and workers are more invested when they help design programs that meet their operational needs and support career growth

Promotes long-term success: Industry-informed programs are more sustainable and scalable because they solve real industry challenges

Ensures shared industry leadership: Recognizes both workers and employers as experts and co-creators of industry solutions, strategy, and innovation.

Elements and Best Practices of an Industry-Driven H RTP

- **Start with the jobs:** industry leaders lead the identification of workforce demand and conduct industry assessments to inform training programs and pathways to quality jobs.
- **Strive for scale:** the partnership commits to expanding its impact by replicating successful, industry-led workforce development models across multiple employers and regions, thereby enhancing job quality and equity statewide.
- **Set industry standards:** H RTPs aim to shape industry standards by institutionalizing equitable practices—like fair wages, safe workplaces, and worker voice—so they become the norm, not the exception.

Identifying Industry Needs

- Conduct needs assessments and labor market analysis
- Engage with industry experts and collect “on the ground” information
- Map influential leaders and organizations & utilize industry networks
- Assess industry trends—technology use, and job classification changes
- Identify industry challenges, needs, and opportunities for transformation
- Identify jobs with pathways to living wages and opportunities for upward mobility
- Identify training and professional development opportunities for new and incumbent workers

What are training solutions?

Training solutions are industry-informed training and vetted curricula designed to meet industry standards, leading to successful employment roles and career pathways. Training solutions also include cash assistance and comprehensive supportive services, recognizing that training alone is insufficient for success.

Why are training solutions important?

Industry-driven training solutions ensure workforce development programs are aligned with current and future industry demands while also addressing systemic barriers that underserved populations face in accessing sustainable employment.

Ensure training participants have adequate support to stay engaged, successfully complete the program, and transition smoothly into sustainable employment

Provide employers with a skilled workforce that will improve their competitive advantage by reducing turnover, increasing quality of service, and boosting productivity.

Elements and Best Practices of Training Solutions

Understanding of workforce supply and demand

- Conduct Joint Needs Assessments
- Utilize Labor Market Data
- Engage Industry Experts

Education and training providers

- Build Industry-Education Partnerships
- Integrate Real-World Experience
- Ensure Accessibility

Education and training methods

- Adopt Blended Learning Approaches
- Implement Just-in-Time Training
- Utilize Technology

Support success and address "failure"

- Provide Comprehensive Support Services
- Monitor Progress Continuously through case management
- Foster a Growth Mindset

FAQ



Can there be multiple employers? What is the employer's role?

Can the employer play additional roles in the partnership? Can an H RTP program be housed within an employing organization?

Can the same organization play multiple roles in the partnership? E.g. can an employer also be the lead applicant and the convener? Can the employer, convener, and training provider be the same organization? Can the lead applicant and fiscal agent also be the employer?

How do we work with partners to build a cooperative process?

What does it mean to represent workers?

Can you define what "industry informed" means in this context?

Does the employer partner need to commit to hiring people that finished the program?

Office Hours Schedule

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|--------------------|--------------------|---|
| ✓ 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 |

Thank you!