

# California's Green Workforce Initiative

## A Foundation for Change

Presented by  
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## *Green Collar Jobs Council Mission and Vision*

***California Green Collar Jobs Act (AB 3018) states;***

*“The California Workforce Investment Board shall adopt a **Sector Strategy** approach in responding to industry sector workforce and economic development needs. This strategy will ensure industry has a qualified workforce and can offer opportunities for employment, training, and career advancement for all Californians. **The initial drive of this sector strategy approach will be the California Green Collar Jobs Act of 2008.**”*

# ***Green Collar Jobs Council Mission and Vision***

## ***The Green Collar Jobs Council One Page Plan Strategies***

- Neutral broker that will guide discovery, investments, direction & accountability
- Statewide hub, national model, & resource for agencies & legislature cultivating initiatives
- Strengthen regional competitiveness by incentivizing data driven planning & measure results
- Ensure creation/sustainability of a sector strategy by fostering regional partnerships
- Form strategic alliances with business to understand their green workforce needs
- Increase education pathways that lead low wage workers to well-paying jobs
- Ensure entrepreneurs receive training necessary to create/compete in green economy
- Use technology to improve data, bridge systems, facilitate communication with partners
- GCJC work will be done when collaboration becomes routine: education & career pathways merge

# *The Characteristics of State Sector Strategies*

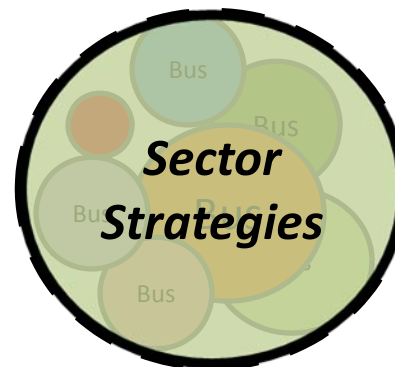
**Address the needs of employers** -- by focusing intensively on the workforce needs of a specific industry sector within a region over a sustained period of time

**Address the needs of workers** -- by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle class jobs

**Bolster regional economic competitiveness** -- by engaging economic development experts in workforce issues and aligning education, economic, and workforce development planning

**Engage a broader array of key stakeholders** -- through partnerships organized by workforce intermediaries

***Sector Strategies** will enable us  
As businesses continue to cluster  
to deliver the highly skilled workforce  
in order to compete globally...  
that they require.*



## *Common Elements of Sector Strategies Across States*

1. Engaging leadership
2. Co-creating core principles
3. Promoting regionalism
4. Strategic use of funding
5. Data-driven decision making
6. Alignment of public resources and strategies
7. Capacity building
8. Promotion and positioning
9. Evaluation
10. Legislation

# *The Development of California's Green Workforce Initiative*

**California Energy Commission/Workforce Investment Act**

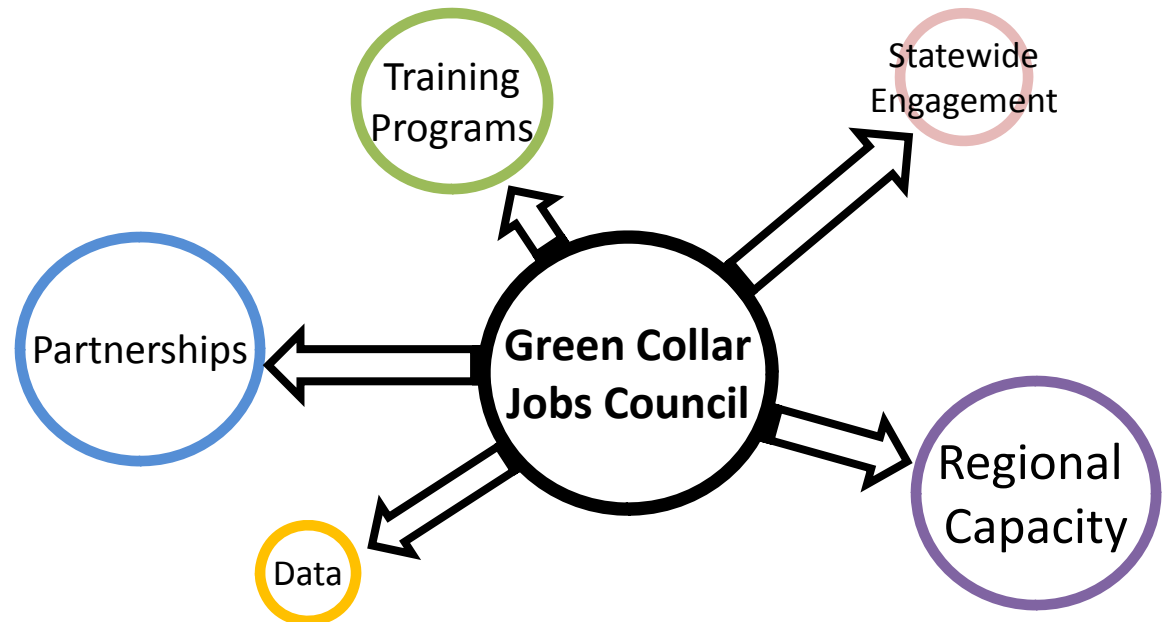
***Clean Energy Workforce Training Program RFP***

**Department of Labor**

***State Energy Sector Partnership and Training Grants***

**California Workforce Investment Board**

***Regional Industry Cluster of Opportunity Technical Assistance RFP***



## *What are the Characteristics of a Sector Initiative?*

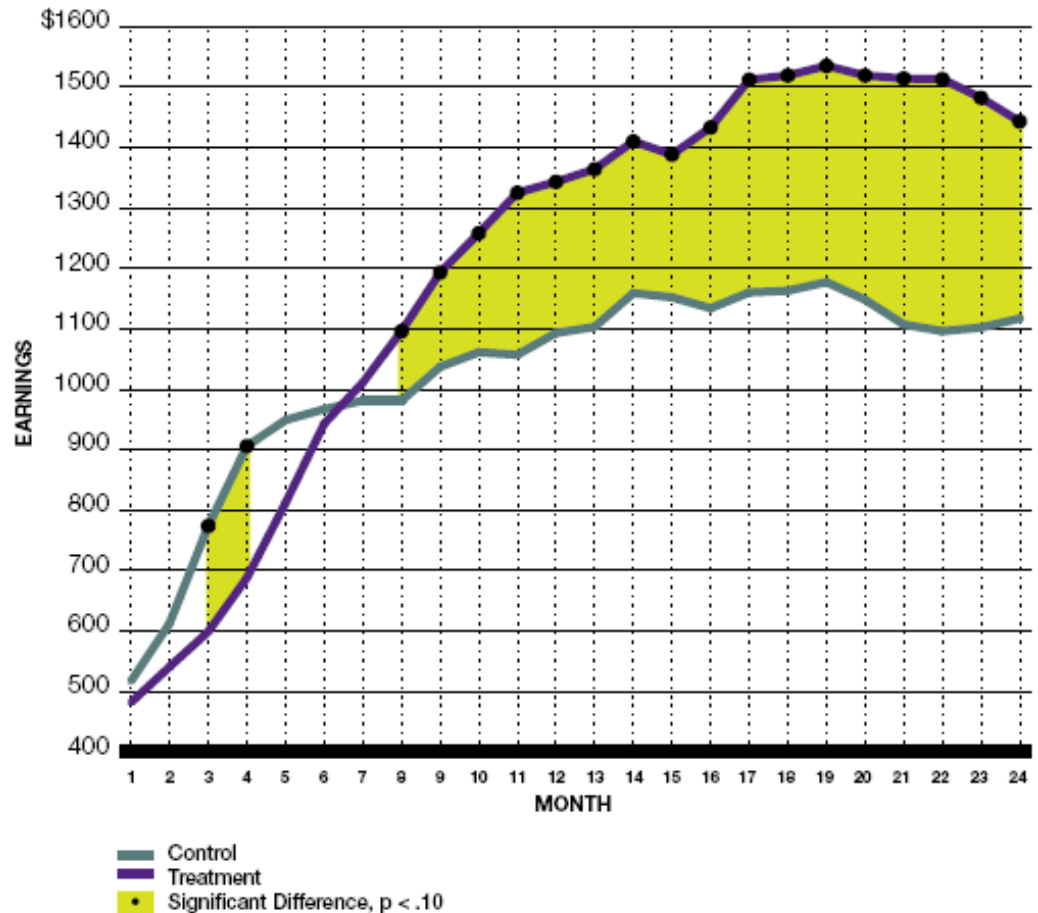
1. Focus intensively on an industry within a regional labor market, and multiple employers in the industry, over a sustained period of time
2. Are led by a workforce intermediary with credibility in the industry
3. Create new pathways for low wage workers into the industry, and up to good jobs and careers
4. Achieve systemic changes that are “win-win” for employers, workers, and the community.

## Results for Workers

Random assignment evaluation of 1,014 individuals showed that **sector initiative participants earned 18.3 percent—about \$4,500—more** than members of the control group over the 24-month study period.

*Public/Private Ventures: Job Training that Works: Findings from the Sectoral Impact Study, 2009*

**Figure 1: Total Earnings by Month**





## *Results for Employers*

A third-party evaluation of sector initiatives in Massachusetts showed:

- Turnover: 41% reduction
- Re-work: 19% reduction
- Customer complaints: 23% reduction
- Companies who said partnerships with other companies were valuable: 100%

# *Systems Change Impact*

Sector initiatives address key problems for:

- An industry's businesses
- The industry's workforce and/or potential workforce

*By doing so, they gain leverage to make systems change in the areas of:*

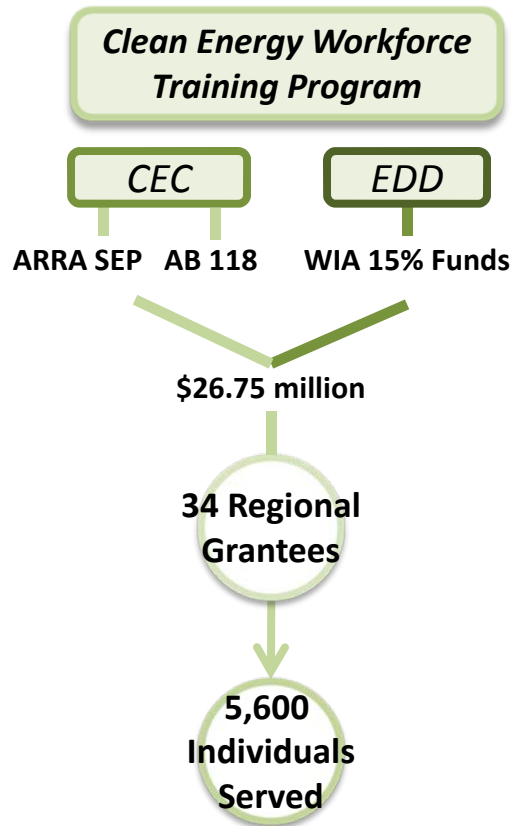
- Workforce and economic development (including education/training, support services, and business services)
- Public policy
- Industry practice

## *Benefits to Regions*

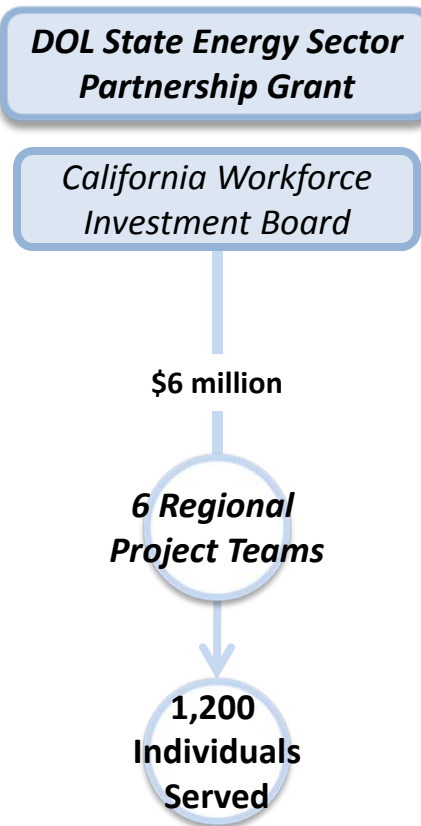
- Decreased skill and labor gaps
- Retention, expansion, and attraction of higher wage employers
- Reduction of poverty and unemployment
- Increased regional cooperation and collaboration
- More efficient and effective use of public resources

# California's Green Workforce Initiative

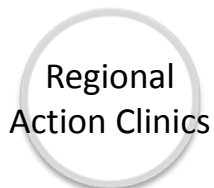
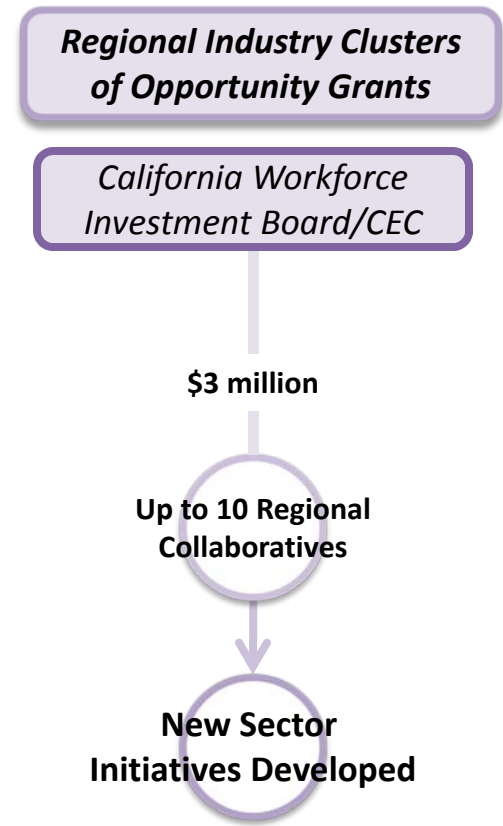
## Developing Training



## Creating Partnerships



## Developing Regional Capacity



# California's Green Workforce Initiative

## Developing Training

**Clean Energy Workforce Training Program**

**CEC**

**EDD**

ARRA SEP

AB 118

WIA 15% Funds

\$26.75 million

**34 Regional Grantees**

**5,600  
Individuals  
Served**

## Creating Partnerships

**DOL State Energy Sector Partnership Grant**

**California Workforce Investment Board**

\$6 million

**6 Regional Project Teams**

**1,200  
Individuals  
Served**

## Developing Regional Capacity

**Regional Industry Clusters of Opportunity Grants**

**California Workforce Investment Board/CEC**

\$3 million

**Up to 10 Regional Collaboratives**

**New Sector Initiatives Developed**

**Regional  
Action Clinics**

# *How Will We Evaluate Sector Strategies?*

## **Impact on Jobseekers and Workers**

- Increased availability of good jobs
- Improved working conditions
- Expanded work supports
- Increased opportunities for education and training for high-demand occupations
- Increased employment and wage gains

## **Impact on Employers and Industry**

- Shared costs and risks
- Increased availability of skills training
- Guidance on ways to improve human resource practices
- Reduced turnover

## **Effectiveness of the Partnership**

- The right partners “at the table”
- Industry challenges identified
- Appropriate solutions designed/implemented
- Plan of action, road map, goals and outcomes
- Partners agree the Partnership is valuable
- New and leveraged funding

## **Systems Change**

- Changes in how education, workforce, economic development and employers work together
- New social and business supports
- Changes in public policy
- Changes in employer practices