



# Collaborative, Sector-Based Approach to Green Workforce Development

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[www.aacc.nche.edu/sustainable](http://www.aacc.nche.edu/sustainable)



# Green Workforce Development Challenges

- **Time and Resource Commitment**

- Staff
- Financial
- Equipment, Facilities

- **Insufficient Information**

- Emerging Industries and Occupations
  - Lack of Job Classifications
  - Skill Standards Not Yet Available
- Insufficient Information at Regional/Local Level

- Definition of Green Jobs

- Portion of Occupation's FTE that is Green

- **Lack of Focus**

- How to Decide Where to Begin
  - What to Focus On
- Easy to Get Side-Tracked, Divert Resources

- **Everyone's Getting Into the Green Game**

- Duplication of Efforts
- Identifying Your Role in the Green Game



**Question:** How Do you Overcome These  
Green Workforce Development Challenges?

**Answer:** Use a Collaborative, Sector-  
Based Approach to Green Workforce  
Development



# Collaborative, Sector-Based Approach: Key Elements

- **Industry-Sector Driven**

- Energy
- Construction
- Transportation

- **Regional Partners**

- Business and Industry
- Public Agencies
- K12, CCs, University
- Community-Based Organizations
- Labor Organizations
- WorkSource Centers

- **Intermediary**

- **Career-Pathways**

- Entry-Level Occupations
- Incumbent Occupations
- Technical/Professional Occupations

- **Remove Barriers, Address Gaps in Workforce**

- Education & Training – Articulation and Alignment
- Reducing Duplication
- Hiring Practices




# Los Angeles Infrastructure and Sustainable Jobs Collaborative

- **Industry-Sector Driven**
  - Energy/Utility (Construction, Transportation)
- **Regional Partners**
  - Utility Companies - L.A. Department of Water and Power, Southern CA Gas Company (Sempra), Water District of Southern CA
  - Office of Mayor
  - LAUSD, Trade-Tech, CSULA
  - IBEW Local 18 and Local 11, CA Building and Construction Trades Council
  - Apollo Alliance, Urban League
  - Southeast Crenshaw WorkSource Center
- **Intermediary** - Regional Economic Development Institute (REDI) @ Los Angeles Trade-Technical College

# Collaborative Activities

- **Sector Research**
  - Industry and Occupational Trends
  - Greening of the Sector
    - Traditional Occupations Being Greened
    - New, Green Occupations
  - Workforce Challenges
  - Establish Workforce Development Priorities



**Clean Technology Workforce Challenges and Opportunities**

Presented to the  
Los Angeles/Orange County Regional Consortium &  
Los Angeles Trade-Technical College

**Industry Sector Report**


**Utility Industry Sector Report:  
Los Angeles  
July, 2008**

**LA OC  
Regional Consortium**

**LATTC  
Los Angeles Trade-Technical College**

**REGIONAL ECONOMIC DEVELOPMENT INSTITUTE (REDI)**

**The Strategic Opportunity  
To Build a Green Workforce  
In Los Angeles  
(Working Copy)**



**A Regional Education and Training Action Plan  
February 2008**

**Prepared for**  
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REDI@latc.edu  
<http://www.latc.edu/dept/latc/REDI/index.html>

**In partnership with**  
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<http://www.latc.edu/dept/latc/REDI/Utility.html>



# Collaborative Activities

- **Program Development**

- Which Programs?

- Greatest Workforce Challenges
- Entry-Level Positions
- Most Promising “Green” Occupations
  - public policy, public demand, new technologies

LA Infrastructure and Sustainable Jobs Collaborative

- Utility and Construction Prep Program
- Electrical Distribution Mechanic
- Utility Line Worker/Pole Climbing Certificate Program
- Solar Installer and Maintenance Technician Certificate Program
- Weatherization and Energy Efficiency Technician Certificate Program



# Collaborative Activities

- **Program Development**

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- Program Design

- Industry-Recognized Certifications and Standards
- US Department of Labor, Employment and Training Administration (DOLETA) Competency Framework
  - [www.careeronestop.org/CompetencyModel](http://www.careeronestop.org/CompetencyModel)
- Career Pathways
  - solar/PV installer, solar installation electrician, solar installation engineering technician, solar energy systems designer, solar sales consultant, solar operations engineer





# Collaborative Activities

- **Program Development**

- Collaborative Partner Roles
  - Design, Implementation, Support
  - Partners and Their Roles Vary Depending On Program

## Entry-Level Programs

- Tiers 1-3 Competency Framework
- K12 and CCs: Personal Effectiveness, Academic & Workplace Skills
- CBOs and WorkSource: Outreach, Workplace Skills, Case Management, Placement
- Labor: Pre-Apprenticeship – Participate in Program Design
- Industry: Participate in Program Design, Program Support, Internships

## Career-Pathway Programs

- Tiers 4-6 Competency Framework
- CCs, Labor (Apprenticeship), Universities : Technical Competencies
- CBOs and WorkSource: Case Management, Placement
- Labor – Apprenticeship Programs
- Industry – Participate in Program Design, Program Support



# Collaborative Challenges

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- Takes Longer Than You Think
- Dynamic Process – Collaborative and partners and their roles change as industry and program priorities change
- Sustaining Commitment of Partners – meeting needs and expectations
- Shared, Realistic Goals – choosing game plan, can't be all things to all people, rely on research
- Develop Common Operating Language and Understanding – terms and systems
- Flexibility - adjust plans as issues and opportunities arise



# Collaborative Benefits

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- Once Operating Framework is Established (Which Takes Time) Future Program Development is Accelerated
- Shared Responsibility and Commitment
  - leverage resources, policy and advocacy, expertise
- Narrows Focus – Minimizes Diversion of Attention and Resources
- Increases Alignment and Minimizes Duplication of Efforts
- Most Funding Opportunities Require Collaborative Approach



# **Role of Community College's in a Collaborative, Sector-Based Approach to Green Workforce Development**

- Serve as Intermediary
- Conduct Sector Research, Environmental Scans
- Green Existing and Develop New Green Education Programs
- Articulate Programs with K12 Schools/Programs and Universities
- Align Pre-Apprenticeship Training to Apprenticeship Programs; Fill Gaps in Apprenticeship Programs
- Partner with CBO's and WorkSource Centers for Outreach, Case Management, Joint Training Programs, and Placement
- Serve as Fiscal Agent for Collaborative Grants and Contracts