

GOOD JOBS INITIATIVE



LABOR MANAGEMENT PARTNERSHIPS TRAINING GUIDE

Labor-Management Partnerships (LMPs) are the gold standard for developing equitable demand-driven workforce training connected to good jobs.¹ LMPs support and maintain collaborative relationships between employers, unions, workforce development entities, community colleges, and community-based organizations allowing the parties to work together on shared priorities through joint decision-making. The Biden-Harris Administration strongly believes that union representation provides workers with an important collective voice for engaging constructively on workplace issues, and the Administration expects employers that participate in or benefit from government funding and programs to respect workers' free and fair choice to form and join unions. Workforce development is most successful when it is demand driven – when employers, labor, training entities, and other partners jointly design workforce programs and pathways geared towards the actual jobs at hand. LMPs foster this approach of tailoring training to prepare workers for the jobs that employers need to fill—benefiting workers who are hired and placed into good jobs and benefiting employers who are more competitive with a skilled workforce.

LMPs should invite employers, unions, workforce entities, community colleges, and community-based organizations to meet and discuss the following—

- 1. Build sector-based training partnerships that bring together employers, labor unions, training providers, workforce boards, community colleges, and community-based organizations to jointly develop and implement demand driven workforce strategies.**

Are participants in the partnership providing workforce development training in collaboration with both labor organizations and employer partners?

¹ An LMP training program is a training program that is sponsored or developed jointly by labor and management through collective bargaining in accordance with applicable law.



Will participants:

- Partner with employers to ensure that training programs are industry-driven and tailored to the current and projected needs of key industries?
- Partner with labor organizations to ensure that programs are worker-centered and that workers participate in the development of curricula, training delivery, and program administration?
- Partner with the institutions and entities that provide training in needed occupational skills, such as workforce boards, educational institutions, and community-based organizations?
- Connect with the public workforce system, community-based organizations, and other entities that can provide supportive services and other resources that address systemic barriers and needs that could impact workers' ability to successfully complete training?

2. Design and Implement demand-driven and worker-centered training to meet the need for skilled workers.

Are participants in the partnership designing and implementing demand-driven worker centered training?

Will participants:

- Determine the occupational skills needed and certifications for in-demand jobs identified by employers in the sector partnership and how to train in those skills through accessible methods?
- Jointly develop a strong and accessible plan for worker training and education to ensure that this training leads to good paying jobs, such as through direct hire agreements with employers?

Are participants in the partnership using or investing in pre-apprenticeship with direct entry (where possible) into Registered Apprenticeship?

Will participants:

- Identify the number of skilled trade jobs needed by craft/position type and where you expect gaps?
- Identify job gaps in project management and ongoing operations and maintenance?
- Identify existing programs that successfully train diverse populations and that can be scaled?
- Have a plan to partner with trusted intermediaries to recruit and retain workers from underserved communities?

Are participants funding supportive services and direct cash assistance to address dependent care, transportation, and other needs that prevent the successful training, apprenticeship, and employment of individuals underserved due to systemic barriers?

Will participants:

- Identify individual needs that could impact successful training, apprenticeship, and employment of all workers?
- Partner with the publicly-funded workforce system, community-based organizations, or unions to provide supportive services?

Are participants in the partnership using or supporting registered apprenticeship programs sponsored or developed jointly by labor and management through collective bargaining?

3. Strong assurances that workers will have the free and fair choice to join unions and collectively bargain.

Are employers signatories to Project Labor Agreements, Community Workforce Agreements, Labor Peace Agreements, Collective Bargaining Agreements, Community Benefits Agreements, Union Neutrality agreements, or Voluntary Recognition agreements?



Will employers:

- Provide union organizers reasonable access to workers and appropriate non-work employer property during non-work hours?
- Remain neutral during union organizing campaigns?
- Agree to union recognition through majority sign up/card check?
- Enter into binding arbitration, upon mutual agreement with a union, to settle first contracts?
- Provide information to employees on their organizing and bargaining rights via distribution of the workplace notice developed under E.O. 13496?

4. Lowering barriers to entry and ensuring equal employment opportunities. Are participants in the partnership using Access and Opportunity Committees to track and analyze demographically disaggregated data to ensure that training, hiring, retention and workforce participation, promotion and pay are equitable?

Will participants:

- Identify populations that are underrepresented in construction, advanced manufacturing, and other sector workforces to assist with identifying effective strategies for recruitment and retention?
- Collect and publish aggregate workforce data, including information on demonstrating good faith efforts for recruiting underserved groups?
- Implement recruitment and retention strategies to become more inclusive of underrepresented populations and help people facing systemic barriers to employment participate and thrive in training and employment?
- Incorporate explicit agreements to hire from certain workforce programs that serve underrepresented groups?
- Hire locally?

5. Creating and maintaining good jobs. Are participants in the partnership providing family sustaining wages, employer-sponsored health insurance, paid family and medical leave, paid sick days, retirement benefits, high-quality and affordable childcare, predictable scheduling, or other key elements of job quality?

Will participants:

- Take steps and make public commitments to raise the quality level of existing jobs?
- Use a directly employed workforce, as opposed to a subcontracted workforce?
- Pay family-sustaining wages above the median for the region, with clear opportunities for wage progression alongside skill progression?
- Provide employer-sponsored health insurance and pension/retirement coverage options?
- Provide personal and family benefits, such as paid family medical leave, parental leave, paid sick leave, and other paid time off, and mental health support, etc.?
- Provide caregiving supports like flexible schedules, telework, childcare facilitation, and back-up childcare?
- Provide predictable scheduling?
- Take steps to prevent the misclassification of workers?
- Avoid contract terms that require workers to sign noncompete clauses, arbitration agreements and/or class action waivers?
- Implement safety and health management systems that include management leadership and employee involvement, worksite analysis, hazard prevention and control, safety and health training, and anti-harassment training?

