

GOOD JOBS INITIATIVE



FIVE PILLARS OF AN EFFECTIVE LABOR MANAGEMENT PARTNERSHIPS

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. 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.

The Department of Labor has identified five core actions to build and scale successful LMPs to advance worker voice, job quality, and equity in Invest in America implementation.

- 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.** Participants² that administer, fund, or otherwise support workforce development training programs should build a sector-based workforce table starting with **both labor and employers as core equal partners** to fully understand the employer demands driving skills needs and any potential barriers preventing workers from accessing those skills. By creating ongoing, durable relationships amongst labor, employers, training providers, workforce boards, community colleges, and community-based organizations rooted in underserved communities, these LMP workforce tables can engage in joint planning and problem solving in real time to train and connect diverse workers to good union jobs. For examples of successful sector-based training partnerships, check out the [Labor-Management Partnerships page](#) and [High Road Training Partnerships | CWDB \(ca.gov\)](#).



- 2. Design and Implement demand-driven and worker-centered training such as Registered Apprenticeship Programs to meet the need for skilled workers.** Employers, labor organizations, training entities, and other core partners in the sector-based workforce tables should design and implement demand-driven and worker-centered training specifically tailored to prepare workers to fill employer needs and the actual jobs at hand. This should include investing in evidence-based workforce approaches such as Registered Apprenticeship Programs (RAPs). RAPs are industry-driven high quality career pathways that provide workers with paid work experience, progressive wage increases, classroom instruction, and a portable nationally recognized credential. Additionally, participants that operate RAPs should recruit and provide direct entry to pre-apprenticeship program graduates. For more information check out [Apprenticeship.gov](#), [Training Employment Notice: Defining a Quality Pre-Apprenticeship Program and Related Tools](#), and [Worker Organizing Resource and Knowledge \(WORK\) Center](#).
- 3. Strong assurances that workers will have the free and fair choice to join unions and collectively bargain.** Assurances should include employer pledges to: provide union organizers reasonable access to workers and appropriate non-work employer property during non-working 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; inform workers of their organizing and bargaining rights through distribution of the workplace notice developed under E.O. 13496.³ For more information check out [Community Benefits Plan Frequently Asked Questions](#) and [Project Labor Agreement Resource Guide](#).
- 4. Lower barriers to entry and ensure equal employment opportunities.** Participants should focus on lowering barriers to entry and ensuring equal employment opportunity for **all** workers with emphasis on workers from underserved⁴ and Justice 40⁵ communities. LMPs and participants should form Access and Opportunity Committees where worker representatives, employers, and project owners track and analyze demographically disaggregated data on women, people of color, individuals with disabilities, veterans, and others to ensure that recruitment, training, hiring, workforce participation, promotion, retention, and pay are equitable. For more information check out this fact sheet on [Access and Opportunity Committees](#).
- 5. Create and maintain good jobs.** Participants should demonstrate how they will create and maintain good jobs that provide family sustaining wages, employer-sponsored health insurance, paid family and medical leave, paid sick days, retirement benefits, high-quality and affordable childcare, predictable scheduling, and other key elements of job quality. For more information on the elements of and to how create Good Jobs, check out the [Good Jobs Principles](#) and the [Good Jobs Toolkit](#).

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.

² Participants are employers, unions, workforce development entities, community colleges, community-based organizations and other groups that are invited to participate in place-based tables centered on Invest in America implementation.

³ <https://www.dol.gov/agencies/olms/poster/labor-rights-federal-contractors>.

⁴ Underserved communities include but are not limited to BIPOC individuals, LGBTQ+ individuals, women, immigrants, veterans, individuals with disabilities, individuals in rural communities, individuals without a college degree, individuals with or recovering from a substance use disorder, justice-impacted individuals, and opportunity youth. See <https://www.dol.gov/general/good-jobs/about-us>.

⁵ Justice 40 communities are disadvantaged communities that are marginalized, underserved, and overburdened by pollution. <https://www.whitehouse.gov/environmentaljustice/justice40/>.

