

## Lessons and Strategies to Advance CWA Equity

**Equity Outcome:** Oakland Residents achieve living wage careers under any general Building Trades PLA adopted by the City, including closing inequities in access for Black and female residents.

Equity Barriers/Burdens	Possible Strategies/Next Steps
<p>Persistent under-representation of Black and female building trade union journey level membership</p>	<p>Set workforce goals to low- income zip codes to direct economic opportunity to the areas that need it most. Similarly, agencies may wish to set a simple list of categories for “disadvantaged workers.”</p> <p>Use clear language laying out the steps contractors and other stakeholders are expected to make to hire inclusively.</p> <p>Require contractors to consistently sponsor apprentices where opportunity to do so is available.</p> <p>Codify union hiring hall practices for dispatching diverse workers and penalties for failure to dispatch equitably.</p> <p>Set goals by trade is also a strategy to ensure all segments of the industry are addressed and goals are not achieved merely by placing diverse workers in lower paid crafts.</p>
<p>Vastly different, opaque, and sometimes subjective entry processes for each trade</p>	<p>Require posting of each Trades’ requirements, processes and contacts for becoming a member in a publicly accessible location on line.</p>
<p>Disparities in representation and success rates in apprenticeship programs, particularly for Black and female participants</p>	<p>Launch a process to identify and address barriers to success for marginalized groups.</p>
<p>BIPOC members disproportionately found in lower paid apprenticeship programs</p>	<p>Investigate and address barriers to entry into higher paid trades that impact marginalized groups</p>
<p>Small/ local contractors functionally shut out of City contracting under PLAs</p>	<p>Significant set asides for qualifying non-signatory, small and local firms (example: contracts under \$5,000,000 - \$10,000,000)</p>

Poor/inconsistent gathering and reporting of race and gender membership in the building trade unions	Require baseline disaggregated membership data and commitment to update annually, as a prerequisite for specific trades inclusion in a CWA.
Ineffective/inconsistent monitoring and enforcement of contractor obligations	Require an operational plan at the onset of agreement. It should describe clear roles and responsibilities for all parties in the monitoring and enforcement of a contract.  Staff up Workplace and Employment Standards Department  Increase/change penalties for non-fulfillment of inclusion requirements
Inconsistent/low funding levels for pre-apprenticeship programs	Codify a funding approach that is sufficient for sustainable, effective pre-apprenticeship prep
Poor/inconsistent data collected for pre-apprenticeship programs	Establish requirements for pre-apprenticeship disaggregated data collection and meaningful measurements for success
Unwelcoming worksite culture for under-represented groups, lack of mentorship support for underrepresented groups (exacerbated by persistent under-representation of Black and female building trade union membership)	Adoption of a worksite harassment prevention program that provides all employees with concrete tools to step up and intervene when harassment and discrimination occurs on a jobsite.
Lack of public accountability for equity outcomes of PLA provisions	Display CWA outcomes, including progress on closing disparities in Union membership data, as a dashboard, to communicate PLA outcomes to a broader audience.

## Data to measure impact is Critical to Advancing Equity

