



Oregon Department of Transportation Workforce Development Program

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A Message From ODOT's Director

All across Oregon, an unprecedented level of highway construction is taking place, spurred in large part by the \$3 billion Oregon Transportation Investment Act. But with this investment in construction came a daunting prediction of a critical shortage of skilled workers. A 10-year projection of Oregon's construction industry indicated that approximately 14,000 new workers would be needed to fill openings created by job growth and retirements.

ODOT responded to this need with our Workforce Development Plan, implemented as a pilot program between July 2005 and July 2007. This innovative plan seeks not only to identify, recruit and train a new and larger qualified construction workforce, but also to build sustainable career opportunities for Oregon workers. The agency embraced the mission of expanding the construction workforce and increasing its diversity, taking the lead in expanding participation among all segments of the population.

The Workforce Development Plan was the start of an ambitious effort. Now, based on the success of the pilot, the agency is carrying the effort forward to all ODOT projects statewide as the Workforce Development Program. We are casting the net as wide as possible to provide greater access for more people to long-term careers in highway construction.

In May, the American Public Works Association named ODOT's Workforce Development Plan the winner of its Diversity Exemplary Practices Award for 2007. The award recognizes outstanding contributions to diversity, providing further acknowledgement that we are on the right track.

The success of our ongoing Workforce Development Program will be based, as the original plan was, on the contributions of many partners. I am proud to say that those with whom we began this effort still stand shoulder to shoulder with us as we continue into the future. I want to thank them for helping us create sustainable opportunities for the many and diverse highly qualified workers in Oregon.



Matthew L. Garrett, Director
Oregon Department of Transportation

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Executive Summary

ODOT Workforce Development Program

Mission and Objectives

The Oregon Department of Transportation Workforce Development Plan was designed to help build a diverse, skilled construction workforce to meet the needs of ODOT projects and the Oregon heavy-highway construction industry now and in the future. It was also designed to leverage the support infrastructure needed for workers to build sustainable careers.

During the initial implementation of the plan as a two-year pilot program, ODOT set new aspirational targets, applicable to Oregon Transportation Investment Act III projects statewide and all ODOT construction projects in Clackamas, Multnomah and Washington counties.

Statewide Implementation

Based on the results of the two-year pilot program, ODOT is implementing a statewide Workforce Development Program beginning in fall 2007. ODOT will implement workforce specifications on all projects at or above \$1 million in construction cost on all federal and state-funded ODOT highway and maintenance projects. All ODOT projects with bid openings after Nov. 1, 2007, will have a 10 percent apprenticeship goal per craft. Based on projected availability of apprentices, all ODOT projects with bid openings after March 1, 2008, will increase to a 15 percent apprenticeship goal per craft.

Long-Term Actions

ODOT will fund and support several actions long-term, both to reach out to and train a diverse workforce as well as support those working as apprentices.

- ODOT, the Bureau of Labor and Industries and Associated General Contractors' Northwest College of Construction will deliver AGC's first-year apprenticeship training program in 2007–2008 for laborers and carpenters in eastern Oregon.
- ODOT will extend existing outreach to students enrolled in traditional high schools to include those enrolled in alternative school systems, with an emphasis on recruiting women and minorities.
- Mentoring programs will provide apprentices and on-the-job trainees with support, and the program will supply mentoring information and techniques for service providers, contractors, journey workers, and registered apprentices and OJT trainees.
- ODOT Office of Civil Rights staff will periodically visit construction sites across the state to review the progress of apprentices and OJT trainees.
- The agency will partner with community-based organizations to address the traditionally high dropout rate from apprenticeship training programs, particularly for women and minorities.

Next Steps

ODOT is coordinating the review of and finalizing draft program documents with key stakeholders, the Oregon Department of Justice and the Federal Highway Administration. Upon final approval, implementation of the program will include expanding the Regional Workforce Alliances, expanding the qualified construction workforce pool, and continuing to monitor and enforce compliance.

Program Evaluation

In collaboration with the FHWA and partners, ODOT will review the tactics and outcomes of the Workforce Development Program annually and make adjustments as necessary to meet the mission and objectives of the program.

Review of Workforce Development Plan

Aspirational Targets for Workforce Utilization and Apprenticeship Goals

ODOT included the following new aspirational targets for workforce utilization in its contract specifications:

- Aspirational targets for women on OTIA III and Portland tri-county contracts of 8 percent.
- Aspirational targets for minorities on OTIA III and Portland tri-county contracts of 9 percent.

Ultimately, ODOT will seek to increase participation rates statewide to 14 percent for women and 14 percent for minorities by 2012. In the Portland tri-county area, ODOT will seek to increase participation rates to 14 percent for women and 20 percent for minorities.

Prior to the Workforce Development Plan, ODOT did not have requirements for the participation of apprentices. In 2005, at the beginning of the pilot program, the agency instituted a 5 percent requirement and, in winter 2006, raised it to 10 percent per craft.

Partners

ODOT collaborated with many government, private-sector partners and community organizations to implement the plan. Partners provide support and strengthen the quality of training. They allow ODOT to maximize and coordinate resources and fill gaps in services. ODOT will continue to collaborate with its industry, agency and community partners during the implementation and execution of the Workforce Development Program.

Approach

To build a qualified construction workforce pool, ODOT sought ways to recruit, evaluate and train people who could be called upon by the heavy-highway construction industry to fill the need for potential apprentices or skilled journey-level workers. Every effort was made to ensure equal-opportunity recruiting practices and support for the development of minority, women, low-income and disadvantaged workers.

ODOT and its Office of Civil Rights managed the plan. An Interagency Agreement Team and four Regional Workforce Alliances coordinated its implementation. Unlike previous workforce diversity efforts by ODOT and other states, this initiative focused on increasing both the demand for a qualified, diverse workforce as well as the supply of skilled potential workers to fill that demand.

The establishment of the Portland Metro Area Workforce Alliance (ODOT Region 1) on July 19, 2005, was the kickoff of both the first regional workforce alliance and of the Workforce Development Plan as a two-year pilot project.

Results of Workforce Development Plan Pilot

Apprenticeship and diversity in apprenticeship have shown marked increases from 2005, when ODOT began implementation of the Workforce Development Plan. Overall apprenticeships for OTIA III projects have increased by 212 percent, to 7 percent total utilization, from 2005.

Diversity as a measure of minority apprenticeship participation has increased 200 percent, to 34.9 percent of apprentice hours on OTIA III projects. Additionally, overall minority participation as a percent of total hours on OTIA III projects increased from 2 percent to 18.2 percent.

Overall participation of women grew by 5 percent to 11.6 percent, although apprenticeships by women decreased by 188 percent to 7.5 percent of apprenticeable hours.

Significant Accomplishments

Establishment of a Qualified Construction Workforce Pool

The plan aimed for two outcomes: increasing apprenticeship and training opportunities and developing a qualified construction workforce pool. The following achievements moved ODOT toward its goal during the two-year pilot of the plan, from July 2005 to July 2007:

- Established a qualified construction workforce pool according to industry-approved standards.
- To date, accepted 29 men and women of various ethnicities into the pool.
- Reviewed the contract specifications for apprentices and increased them to 10 percent per craft.
- Standardized documents and procedures in the construction industry to ease the process for applicants and contractors.

Other Accomplishments

For 2005–2007, ODOT obtained a one-half of 1 percent allocation of \$1.2 million from FHWA (not including state match) to address gaps in service, and \$550,000 from FHWA's New and Innovative OJT Supportive Services.

ODOT conducted a variety of outreach tactics, from statewide advertisements promoting construction workforce diversity to the establishment of a statewide, toll-free telephone number that provides information in Spanish and English for applicants interested in construction opportunities with ODOT contractors.

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I. ODOT Workforce Development Program

Mission and Objectives

Oregon's transportation system is in the midst of a dramatic transformation. Unprecedented levels of construction on maintenance projects, local and county roads, and highway bridges are under way and will continue through 2013. Though this situation had the potential to revitalize the state's economy by creating new jobs in Oregon, 2003 projections indicated a shortage of skilled workers was looming.

This challenge presented an opportunity for a historic undertaking: to increase the diversity of Oregon's workforce by expanding the use of apprenticeship and on-the-job training programs. This effort would ensure a supply of qualified workers to build Oregon's transportation infrastructure and provide workers with the skills and knowledge they would need to build long-term, sustainable careers. Ultimately, this effort would create an improved quality of life for all Oregonians.

The Oregon Department of Transportation's Workforce Development Plan was the agency's response to that challenge. ODOT and its partners set out to ensure that workers had apprenticeship and on-the-job training opportunities as well as the support services they needed to succeed in the construction trades.

During the initial implementation of the Workforce Development Plan, as a two-year pilot program from 2005 to 2007, ODOT set new aspirational targets for workforce utilization, applicable only to Oregon Transportation Investment Act III projects statewide and all ODOT construction projects in Clackamas, Multnomah and Washington counties. Based on successful implementation, the agency would extend the aspirational targets to all ODOT projects.

Statewide Implementation

Data and information presented in this report support the conclusion that the two-year pilot of the Workforce Development Plan has been successful, both in increasing the participation of women and minorities and in increasing apprenticeship participation on projects.

Therefore, ODOT will begin implementing its Workforce Development Program through the following tactics in fall 2007:

- Implement workforce specifications on all projects at or above \$1 million in construction cost. Implementation will occur on all federal and state-funded ODOT highway and maintenance projects, including:
 - Statewide Transportation Improvement Program
 - Local government
 - ConnectOregon
 - Projects let by ODOT Procurement Office
 - All heavy-highway and ODOT maintenance projects
- Standardize the state and federal specifications into a single ODOT specification.
- Standardize the apprentice exception process for both state and federal projects.
- Simplify the data collection process by using certified payrolls only and eliminate MEAUR/MEUR submission by contractors for compliance on state and federal projects by Jan. 1, 2010.
- Issue an annual apprenticeship report that addresses the previous year's results, evaluates apprenticeship percentages and addresses concerns.

- Meet peak OTIA III bridge program construction workforce needs and ensure workforce availability for ODOT projects. All ODOT projects with bid openings after Nov. 1, 2007, will have a 10 percent apprenticeship goal per craft. Based on projected availability of apprentices, all ODOT projects with bid openings after March 1, 2008, will increase to a 15 percent apprenticeship goal per craft.
- Gather stakeholder input on the apprenticeship requirements each year. All changes to the specifications and apprenticeship goals will be confirmed by the Federal Highway Administration, for federally funded projects, and Oregon Department of Justice for state-funded projects.
- Use the state's Performance Reporting Information System, which allows participating workforce agencies to track and monitor potential job seekers from the time they fill out an application throughout employment.

Long-Term Actions

In addition to implementing the tactics listed above, ODOT will fund and support the following actions long-term.

First-Year Apprenticeship Training in Eastern Oregon

ODOT, Bureau of Labor and Industries and Associated General Contractors' Northwest College of Construction have agreed to deliver AGC's first-year apprenticeship training program in 2007–2008 for laborers and carpenters in eastern Oregon. With ODOT's financial assistance, the funded program will serve AGC contractors, and their workforce, and will reduce the challenges of recruiting and retaining apprentices in the region by eliminating the geographic distance between required classroom training at AGC's Portland training center and the work sites.

Youth Outreach

A long-term focus of the program is to go beyond ODOT's existing outreach to students enrolled in traditional high schools to include those enrolled in alternative school systems, with an emphasis on recruiting women and minorities. A clear and defined career path increases interest in and the success rate of entrance into construction trades. Expanded outreach will focus on organizations such as the Native American Youth Association and Family Services and others serving minority and female youth.

Mentoring Programs

Mentors will provide apprentices and OJT trainees with the support they need to successfully pursue construction trade careers, including help with race-related or women-specific issues.

The mentors will also conduct sessions that provide mentoring information and techniques for service providers, contractors, journey workers, and registered apprentices and On-the-Job Training trainees. Discussion topics will include coaching apprentices as well as affording them networking opportunities with journey-level construction workers.

The mentors will also be available to help contractors develop a training plan for apprentices. The alliance partners will supply a "how-to" fact sheet so contractors and apprenticeship-training centers can establish their own mentoring programs.

Site Visits

ODOT Office of Civil Rights staff will periodically visit construction sites across the state to review the progress of the apprentices and OJT trainees.

Retention Services

As apprentices are placed, ODOT will partner with community-based organizations to provide job-site mentoring to address the traditionally high dropout rate from apprenticeship training programs, particularly for women and minorities. Contractors will be coached to provide retention services through procedural job-site orientations for new workers and matching new workers with a journey worker who is able to address construction culture, appropriate job-site behavior, safety and work processes.

Next Steps

Beginning in August 2007, ODOT will take the following actions to implement its Workforce Development Program:

1. Solicit and respond to stakeholder and public feedback about the program.
2. Coordinate review and finalize program documents with Oregon Department of Justice.
3. Coordinate with FHWA for final approval of the ODOT Workforce Development Program.
4. Implement the program.

Program Evaluation

In collaboration with FHWA and partners, ODOT will review the tactics and outcomes of the Workforce Development Program annually and make adjustments as necessary to meet the mission and objectives of the program.

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II. Review of Workforce Development Plan

Aspirational Targets for Workforce Utilization and Apprenticeships Goals

ODOT included the following new aspirational targets for workforce utilization in its contract specifications:

- Aspirational targets for women on OTIA III and Portland tri-county contracts of 8 percent.
- Aspirational targets for minorities on OTIA III and Portland tri-county contracts of 9 percent.

Ultimately, ODOT will seek to increase participation rates statewide to 14 percent for women and 14 percent for minorities by 2012. In the Portland tri-county area, ODOT will seek to increase participation rates to 14 percent for women and 20 percent for minorities.

Prior to the Workforce Development Plan, ODOT did not have requirements for the participation of apprentices. In 2005, at the beginning of the pilot program, the agency instituted a 5 percent requirement and, in winter 2006, raised it to 10 percent per craft.

Although aspirational diversity targets are not requirements in ODOT contracts and are not binding on the contractor, the agency places a high value on diversity and is committed to encouraging the highest possible participation of minorities and women in the workforce. Neither a contractor nor its subcontractors are under any obligation to meet any aspirational targets.

Partners

Strong partners have been integral to the implementation of the Workforce Development Plan. They provide support and strengthen the quality of training provided to the workforce. They allow ODOT to maximize and coordinate existing resources, fill gaps in services, and comply with federal and state contracting laws. Active partner involvement is important to the ongoing success and longevity of workforce training programs as well as to the career success of individual workers.

To implement the plan, ODOT partnered with the African American Chamber, Associated General Contractors, Bureau of Labor and Industries, CH2M Hill, City of Portland, Clackamas County, Columbia Pacific Building Trades Council, Department of Community Colleges and Workforce Development, Construction Apprenticeship & Workforce Solutions, Federal Highway Administration, local governments, the Governor's office, Hamilton Construction, Hispanic Metropolitan Chamber of Commerce, Housing Authority of Portland, local Joint Apprenticeship Training Committees, Salem-Keizer School District including McKay and Sprague high schools, Metro, Multnomah County, Native American Youth Association and Family Services, Oregon Apprenticeship and Training Council, Oregon Association of Minority Entrepreneurs, Oregon Bridge Delivery Partners, local Oregon Employment Department offices, Oregon Federation of Tribes, Oregon Native American Chamber of Commerce, Oregon Health & Science University, Oregon State Building and Construction Trades Council, Oregon Tradeswomen Inc., Oregon Workforce Partnership, Oregon Youth Conservation Corps, Oregon's community colleges, Portland Development Commission, Port of Portland, Portland YouthBuild, Prevailing Wage Advisory Committee, Slayden Construction Group, Stacy and Witbeck, Tribal Employment Rights Office – Confederated Tribes of the Umatilla Indian Reservation, Tri-Met, Washington County, local and regional Workforce Investment Boards, and WorkSource Oregon One Stop Centers. For a full listing, see Appendix A.

Approach

Instead of developing entirely new systems to build a qualified construction workforce pool, the plan maximizes the use of existing programs. ODOT made every effort to ensure equal-opportunity recruiting

practices without discrimination and with support for the development of minority, women, low-income and disadvantaged workers.

Creating sustainable careers includes efforts to retain existing minority and women construction workers and remove potential barriers to success for these and new workers. Whenever possible, ODOT incorporated best practices and lessons learned from around the country, including the Oregon Plan of Action. For a copy of that plan, see Appendix B.

Management Structure

ODOT's Office of Civil Rights and an Interagency Agreement Team, comprising the Oregon Employment Department, BOLI, and Department of Community Colleges and Workforce Development, and four Regional Workforce Alliances coordinated the work of those implementing the plan.

Management Structure of the Workforce Development Plan



The Regional Workforce Alliances implement the plan at the regional level. Alliances are responsible for creating a system to produce a qualified construction workforce pool.

ODOT's Office of Civil Rights

The mission of ODOT's Office of Civil Rights is to facilitate fair and equitable access for all to ODOT's economic opportunities, programs and services. In regard to the Workforce Development Plan, its role is to oversee implementation and coordinate the work of the five Regional Workforce Alliances (four are operational, and the last will launch in fall 2007).

OCR's responsibilities include monitoring compliance at all levels, collecting data from various partners, managing funds, overseeing and approving all operational plans, encouraging and helping to supply a diverse labor pool, and reporting to all partners on the plan and its progress.

Interagency Agreement Team

Through a signed memorandum of understanding, an Interagency Agreement Team consisting of ODOT, BOLI, OED and the CCWD helped implement the Workforce Development Plan. The purpose of the IAA Team is to coordinate multi-agency statewide policies, ensure the delivery of industry-specific services and resources, facilitate effective ODOT decision-making and directives as the plan is implemented, and oversee successful implementation of the plan.

The IAA Team met as required to review, assess and implement practices necessary to improve the delivery of services and resources.

Regional Workforce Alliances

Regional Workforce Alliances are implementing the Workforce Development Plan in four of ODOT's five regions to create a system for recruiting, training, supporting and retaining women and minorities in the construction trades. ODOT plans to launch the fifth alliance in fall 2007.

ODOT's partners in the alliances include BOLI's Apprenticeship and Training Division, local community colleges, community leaders, community-based organizations, construction contractors, subcontractors, local governments, local Joint Apprenticeship and Training Committees, minority and women chambers and service organizations, OED, tribal representatives, and local Workforce Investment Board or Title 1B providers.

The alliances work under the direction of ODOT's OCR manager and are led by OCR regional staff. Each alliance developed implementation work plans specific to its geographic region:

- 1) Portland Metro Area, 2) Mid-Willamette and Coastal, 3) Southern Oregon,
- 4) Central/Southeastern Oregon and 5) Eastern Oregon.

More information about the alliances is available on ODOT's Office of Civil Rights Web site; see Appendix C.

Tactics: Building Demand for a Diverse Workforce

ODOT worked with the construction industry to provide contractors with the support and services they need to successfully diversify their workforce while meeting new contract specifications.

Through the Workforce Development Plan, ODOT and its partners have endeavored to reduce the burden on contractors to produce a skilled labor pool that meets industry standards. ODOT continues to identify a pool of prequalified potential workers that contractors may select from when seeking to hire new apprentices or when hiring new journey-level workers. The plan's partners supplement contractor training efforts by providing the necessary programs and services to successfully enhance a skilled workforce.

The Workforce Development Plan affects contractors in four primary ways:

1. Diversifying the workforce

Contracts for OTIA III projects statewide and all ODOT construction projects in Multnomah, Clackamas and Washington counties reflect the new aspirational targets for utilization of women and minorities and expand the use of apprentices and trainees.

ODOT provides individual assistance to contractors to help them achieve the new utilization goals and targets. This includes providing guidance on specific employment situations, as well as

providing exceptions to meeting the new contract specifications for apprenticeships in unique and extenuating circumstances.

Information posted on ODOT's Office of Civil Rights Web site includes contact information for accessing the qualified construction workforce pool, in-depth information on the plan, details on the apprenticeship program and leads for obtaining additional resources. ODOT, through OED local staff, provides individual, on-site assistance to help contractors understand how to register on and use the iMatchSkills™ database to find diverse, qualified workers.

2. On-the-job and apprenticeship training opportunities

ODOT and its partners have identified and screened a pool of qualified applicants that contractors can access for apprenticeship and on-the-job training opportunities. These applicants provide contractors with the workforce they need to complete existing projects and successfully compete for other projects. They also allow contractors to meet contract specifications and enhance their journey-level workforce.

3. Monitoring and reporting functions

ODOT uses existing reporting functions such as the Civil Rights Compliance Tracking database to monitor contractor compliance with the new workforce utilization targets. The focus is not to create new or time-consuming reporting activities, but rather to leverage the existing reporting function and streamline the process—making it easier for contractors to track their progress. ODOT reviews reports monthly, focusing on how contractors are providing training opportunities and their efforts to diversify their workforce. Contractors who are in compliance with the new contract goals and targets receive reduced oversight from ODOT.

4. Contract specifications

As part of the implementation of the Workforce Development Plan, contract specifications for OTIA III and Region 1 pilot projects reflected the new apprenticeship goals and diversity aspirational targets. Beginning in fall 2005, ODOT provided training sessions to ODOT staff for the following year's contracts to clarify the new specifications and what they mean to contractors.

Federal standards determine the composition of women and minorities on federal and federally assisted construction contracts and subcontracts in excess of \$10,000. The targets are expressed as a percentage of the hours worked by the contractor's total workforce per trade on all construction projects in a geographic area. The federal goal for utilization of women is 6.9 percent of work hours and applies to all of the contractor's construction sites, regardless of where the contract is performed. Aspirational targets for women on OTIA III contracts statewide and all ODOT construction contracts in Clackamas, Multnomah and Washington counties are 8 percent.

Ultimately, ODOT wants to increase participation rates statewide to 14 percent for women and 14 percent for minorities. In the Portland tri-county area, ODOT wants to increase participation rates to 14 percent for women and 20 percent for minorities.

Contractors are encouraged to select job candidates from the qualified construction workforce pool and provide an evaluation of their job-readiness. Contractors must first hire apprentices from their current workforce provider. If a construction contract specifically contains equal opportunity provisions and a contractor's workforce provider is unable to meet this requirement, ODOT's qualified workforce pool is an alternative and is race and gender neutral.

In addition, three of the JATCs—union cement masons, union ironworkers and union operators—have adopted committee language allowing expedited selection processes. Specifically, cement

masons and ironworkers will allow a contractor to enter a candidate from the qualified construction workforce pool directly into the apprenticeship program if the committee is unable to satisfy the contractor's request for an applicant who would comply with the contracting agency's apprenticeship goals. Operators will allow qualified pool candidates to immediately apply to the program at any time and qualify for an evaluation and oral interview. Candidates will be ranked based on an interview and their qualifications, and placed by score in the pool of those eligible.

Tactics: Building a Qualified Construction Workforce Pool

Implementation of the Workforce Development Plan entailed the following five steps, many of which occurred simultaneously:

- Identification of the labor force.
- Outreach and recruitment.
- Skills assessment.
- Apprenticeship and OJT programs.
- Support services.

Identification of the Labor Force

The Regional Workforce Alliances identified potential women, minority, low-income and disadvantaged participants through input from Oregon's workforce system, community-based organizations and WorkSource Oregon's iMatchSkills system. The potential labor force consists of workers who are employed and skilled, displaced, underemployed, unemployed (less than one year), and chronically unemployed (more than one year).

Outreach and Recruitment

Using the Alliance Plans as a road map, ODOT conducted a targeted statewide recruitment campaign to attract participants. Recruitment efforts are ongoing and draw on existing state and federal resources.

Partner involvement

The Regional Workforce Alliances ensure recruitment efforts are targeted and coordinated at the regional level. Specific outreach and recruitment resources are provided by community-based organizations, community colleges, JATCs, government agencies such as OED and the Department of Human Services, and WorkSource Oregon One Stop Career Centers.

Partner briefings and orientations

Outreach briefings and orientations for community-based organizations and civic groups that work directly with women and minority populations have provided methods of outreach to these communities. At least one large regional orientation has occurred in each of the four active regions for all participating partners.

Collateral material

Outreach efforts include collateral materials that appeal to women and minorities and publicize job opportunities and support services in specific geographic regions. As part of this effort, ODOT has placed advertisements in minority and general newspapers targeting women and minorities. All collateral materials coordinate with ODOT's public information campaign for the OTIA III State Bridge Delivery Program and award of construction contracts in each region.

Applicant orientations

Applicant orientations provide an opportunity for applicant outreach and recruitment efforts to occur simultaneously. These sessions provide information on a specific project's construction scope and schedule, an overview of the construction industry and apprenticeship system (including an overview of the training process) through an ODOT orientation video, and a discussion of what construction jobs entail. Applicant orientations provide an opportunity for job applicants to share their needs and identify potential barriers to working in the construction industry. Recruiters attending these sessions provide a pre-assessment of the labor force's skills and career goals. The recruiters are existing staff from the plan's partners.

Available resources

The Regional Workforce Alliance partners work together to maximize existing services and programs to provide coordinated outreach, recruitment, retention and ongoing support services. Recruiters trained on industry standards and apprenticeship enrollment requirements, a service already provided by the plan's partners, are critical to outreach and recruitment efforts.

Skills Assessment

The objective of the skills assessment is to gauge the job-readiness of potential entrants into the qualified construction workforce pool and, if necessary, determine the training and support services needed for them to successfully pursue a career in construction. Factors assessed include education levels, skills levels, prior work experiences and support services needed. The skills assessment helps refine existing service provider efforts, with particular emphasis on customizing approaches to recruit women and minority participants.

Partner involvement

Workforce providers and community colleges are among the partners involved with this effort. Partners provide participants with information on entry routes into construction jobs, including the requirements and benefits in this field.

Skills assessment areas

At a minimum, participants are assessed in several critical areas: basic skills level, which is defined as reading, writing, math, and English as a Second Language; educational level; job-specific skills (e.g., the ability to use welding equipment); transferable skills (e.g., the ability to use measuring tools such as a tape measure, rulers, etc.); work readiness; and barriers to success.

Assessments are based on the requirements of apprenticeship programs. Applicants must meet these minimum requirements:

- Be at least 18 years old.
- Have a high school education or GED.
- Demonstrate ninth-grade math and reading ability.
- Pass a drug test.

For full details of qualifications with supplemental preferences, see Appendix D.

Based on the assessment, candidates are grouped according to the time frame required to be deemed qualified for a job in the construction trades. Participants in the "Zero to Three Months" group possess job-ready skills or need only up to three months of training to develop their skills to job-ready levels. Participants in the "Three Months to Nine Months" group require

supplemental training, which may include finishing their GED or enhancing their language, life or job-specific skills, to be job-ready in three to nine months. Participants in the “Nine Months to Two Years” group require a significant amount of training and services, which may include basic skills, drug and alcohol services, and skills enhancement.

The assessment also identifies and addresses factors that prevent apprenticeship participants or pre-participants from entering construction-trades employment or completing their apprenticeship training. The support service providers will then identify the support services needed to address retention issues.

Case management

Participants are assigned a case manager who provides career information and assistance in identifying career goals. The case managers are existing staff from the plan’s partners. Case managers develop a service plan, with sustainable employment as an outcome. They may also provide referrals to training programs and support services, including tutoring and child care.

Job-ready applicants receive job placement assistance, including referrals to apprenticeship programs and employers. Beyond placement, case management services may also be used to refer candidates to partner agencies to continue eliminating barriers and ensure retention and upward mobility. Retention services to boost the rate of successful careers in the construction trades include post-placement follow-up for those who are in the qualified construction workforce pool and those who have been placed on job sites. Case management services consist of individualized assistance to the workers and include collaboration with the contractors, the JATCs and any training program providers to ensure that barriers are addressed in a timely manner.

The follow-up process includes re-employment assistance. When workers complete a job, they are encouraged to re-enter the qualified construction workforce pool for ongoing evaluation and supplemental training. Workers seek new employment through the normal dispatch services of their JATCs. Applicants who are unable to continue in the process due to changes in career interests, lifestyle demands or educational constraints can seek other occupations.

Preparation for apprenticeship training

The Regional Workforce Alliances monitor the progress of participants in the program. Existing funds are available to provide supplemental training on any of the assessment areas described above to ensure participants meet construction industry requirements.

Apprenticeship training and placement is provided by local JATCs and their participating employers. Potential training sources for pre-apprenticeship training include alternative schools, AGC, BOLI’s Apprenticeship and Training Division, community colleges and high schools, community-based organizations, higher education institutions, Job Corps, minority chambers of commerce, on-the-job training opportunities, state-approved apprenticeship preparation programs, Tribal Employment Rights Office, and WorkSource Oregon One Stop Career Centers.

Apprenticeship and On-the-Job-Training Programs

Partner coordination

The Regional Workforce Alliance partners maximize existing services and programs to provide apprenticeship preparation assessment with supportive services. JATCs and participating contractors coordinate with the alliance to ensure that applicants are adequately prepared to enter an apprenticeship program. Community colleges offer classes on the construction industry and construction-related skills building. These classes also link participants to apprenticeship and OTIA III job opportunities.

Dispatch and re-employment assessment

If a participant is not working, he or she gets help finding new employment. Local apprenticeship committees have revised their re-employment policies to allow apprentices who have been laid off to immediately be re-employed with their previous contractor if that company contracts for more OTIA III work. Job opportunities are identified through BOLI, AGC, unions, JATCs and the iMatchSkills system.

Support Services

The majority of current journey-level workers were guided to their career by an informal network of family members or friends or through word of mouth. The Workforce Development Plan sought to build on this network by providing women and minorities with the support services needed to successfully pursue—and thrive—in a career in construction.

Implementation of the Pilot Plan

The establishment of the Portland Metro Area Workforce Alliance (ODOT Region 1) on July 19, 2005, was not only the first regional workforce alliance but also the kickoff of the Workforce Development Plan as a two-year pilot project.

ODOT's formation of the first alliance included key stakeholders from OED, AGC, JATC coordinators, City of Portland, area community colleges, BOLI, community-based organizations, advocates for women and minorities, Confederated Tribes of the Umatilla Indian Reservation, and apprenticeship preparation training providers. By creating a stable, integrated system among diverse partners and leveraging current resources, the agency established an efficient delivery methodology for each region that is defined and owned by regional stakeholders, is sustainable and manageable at the regional level, and is supported by ODOT's funding for gaps in the service network.

ODOT took these actions to roll out the Workforce Development Plan on July 19, 2005:

- Posted the draft plan on its Web site.
- Solicited and integrated feedback from the AGC, trades, BOLI, Department of Community Colleges and Workforce Development, and the Governor's office in the creation of the plan.
- Posted a public notice of the workforce changes in 25 newspapers across the state.
- Appointed an agency manager to oversee the program and to coordinate with the Regional Workforce Alliances, as well as an IAA Team that helped implement the plan.
- Met with ODOT Region 1 managers to review the plan and draft timeline of implementing key milestones, roles and responsibilities of individual ODOT units, and preparation for the rollout.

Establishment of Regional Workforce Alliances

ODOT subsequently launched three additional Regional Workforce Alliances: Region 2 – Mid-Willamette and Coastal Workforce Alliance; Region 3 – Southern Oregon Workforce Alliance; and Region 5 – Eastern Oregon Workforce Alliance. Region 4 – Central/Southeastern Oregon Workforce Alliance is scheduled to launch in fall 2007. At present, two of the three regions (Regions 1 and 5) have completed their final Alliance Plans that determine a local approach to recruitment, screening and assessment, training (if needed), placement, and pre- and post-placement support services.

Generally, each alliance functions similarly while also taking into account particular nuances of each region.

Alliance Plans

Each alliance created a region-specific Alliance Plan that serves as an operations guide and provides benchmarks for future evaluation. A major component of the Alliance Plan is developing strategies to link recruitment and skills development with the organizations and agencies providing these services. The Alliance Plan also identifies the regional partners involved with implementation efforts.

Support services for contractors are also outlined, including obtaining contractor involvement in training efforts and provisions for a single point of contact for contractors to access the qualified construction workforce pool. Other responsibilities outlined in the plan include maximizing existing funds and resources, staff training, and job placement and follow-up services, including mentoring programs and monitoring of participants.

Reporting and monitoring

Ongoing meetings with service providers have allowed the alliances to track the progress of the implementation. Any recommendations and revisions to the plan resulting from these meetings are subject to ODOT approval.

Participant progress is tracked using existing ODOT databases and systems administered by partners, including BOLI, OED and the state of Oregon.

Current Status of Regional Alliances

To accommodate the OTIA III construction schedule, the Portland Metro Area Workforce Alliance formed in July 2005. The Eastern Oregon Workforce Alliance formed in early 2006, and the Mid-Willamette and Coastal Workforce Alliance formed in mid-2006. The Southern Oregon Workforce Alliance formed in mid-2007. The Central/Southeastern Oregon Workforce Alliance will launch in fall 2007.

Region 1: Portland Metro Area Workforce Alliance

Four workgroups developed a multi-year marketing and outreach plan, providing recommendations for candidate screening and assessment, identifying service system gaps and determining regional pool mechanics. A charter and memorandum of partner collaboration detail the roles and service levels of partner organizations. See Appendix E.

ODOT created an applicant orientation curriculum, including invitations and supporting materials. Two orientations were conducted: the first on July 31, 2006, and the second on Aug. 5, 2006. The agency invited 144 people to participate; 58 attended and 34 followed through with Comprehensive Adult Student Assessment System testing. Of the 34 applicants, all met academic requirements. As of July 2007, 20 applicants have passed drug testing and have been approved into the qualified construction workforce pool.

Region 2: Mid-Willamette and Coastal Workforce Alliance

Region 2 is completing its budget and is in the process of securing a local fiscal agent. The first applicant orientations, held in Salem on April 19 and May 3, 2007, garnered 40 and 20 participants, respectively.

In this region, child care is a potential barrier to recruiting and retaining working parents, so the alliance incorporated enhanced child-care services from Child Care Information Services in its budget. The goal is to create a template of services to roll out in all five regions.

Region 3: Southern Oregon Workforce Alliance

Region 3 is completing its budget and is in the process of securing a local fiscal agent. The first public applicant orientation occurred on May 24, 2007, with a specific Wolf Creek Job Corps orientation occurring on May 23. These events attracted 52 participants.

This alliance has a pre-orientation pool of 41 individuals interested in construction opportunities. Many are displaced workers who saw media announcements on ODOT's bridge program and called ODOT's toll-free job information telephone line.

Region 4: Central/Southeastern Oregon Workforce Alliance

The first Workforce Development Plan and regional alliance overview presentation for ODOT staff was held on Feb. 15, 2007. ODOT staff plans to conduct a briefing in August 2007 for Region 4 workforce providers with the goal of a Region 4 Alliance kickoff in fall 2007.

Region 5: Eastern Oregon Workforce Alliance

Region 5 has an approved budget. Two orientations held in July and August 2006 in Pendleton resulted in a pending pool of qualified candidates. Some of these applicants need to improve their math skills, obtain GED/high school diploma certification, and take drug tests. Blue Mountain Community College is offering a remedial math course.

Nine qualified applicants as of July 2007 have resulted from two orientations in Ontario, in December 2006 and January 2007. Several additional candidates are pending while they move through the screening and assessment process.

In anticipation of new OTIA III bridge program project bundles starting construction work in eastern Oregon, La Grande held an orientation on March 13, 2007; Enterprise conducted an orientation on March 15, with Baker City completing its first orientation on March 16. Job seeker turnout was excellent in La Grande and Baker City. Enterprise saw a small turnout.

Regional Workforce Alliance Budget Proposals

The four established Regional Workforce Alliances have developed budgets for the fiscal years 2007 to 2009 to cover gaps in existing services, estimated at approximately \$700,000.

Additional Pilot Program Components

Apprenticeship Goals Pilot Project

ODOT identified a state-funded construction project, Interstate 5: Clarks Branch to Tunnel Mill Race, Bundle A02, for which the apprenticeship goals would be based on the project rather than per craft. The intent was to assist in determining whether the new apprenticeship goals could be met by a project approach.

Under the Workforce Development Plan, the contractor is required to meet the apprenticeship goals through a per-craft (laborer, carpenter, etc.) methodology. ODOT set the same apprenticeship goals for this pilot, but the contractor would have the option of achieving those goals in a manner that best fit the project. Thus, the contractor would not have to meet the per-craft apprenticeship goal as long as a range of skilled crafts were utilized in the contractor's plan.

Tables 1, 2 and 3 summarize the results of the apprenticeship goals pilot project.

	Operator	Carpenter	Laborer	Electrician	Painter	Cement Mason	Iron Worker	Other
Percentage of total hours worked	26%	30.17%	37.20%	0.00%	0.00%	0.79%	3.89%	0.00%
Percentage of total apprenticeship hours worked	12.04%	9.52%	2.90%	0.00%	0.00%	0.00%	2.14%	0.00%

Table 1: Percentage of total hours worked and total apprenticeship hours worked by craft

	Male	Female
Percentage of total hours worked	90.2%	9.8%

Table 2: Percentage of total hours worked by gender

	African American	Asian	Hispanic	Native American	Other, Non-Reporting	Caucasian
Percentage of total hours worked	1.7%	1.0%	5.5%	0.9%	5.4%	85.5%

Table 3: Percentage of total hours worked by ethnicity

By April 2007, after almost two years of construction and 132,644 hours worked, two results were clear. Overall, the contractor exceeded the apprenticeship goal of 5 percent for the project, reaching a total of 7.13 percent apprenticeship representation. The contractor did not, however, meet the apprenticeship ratios in all crafts that participated on the project. The craft participating most on the project, laborers, was represented by the fewest apprentices. These results validate the per-craft rather than project-based approach.

Equal Employment Opportunity Certification Pilot Program

ODOT explored the feasibility of implementing a pilot Equal Employment Opportunity certification program similar to the City of Portland's Equal Employment Opportunity/Affirmative Action program; it would have applied only to state-funded projects.

After reviewing FHWA and Department of Labor regulations, ODOT determined that all currently available staff resources were required to implement the higher priority pilot program of the Workforce Development Plan. ODOT may revisit the feasibility of implementing a pilot EEO/AA program later.

Results of Workforce Development Plan Pilot

Apprenticeship and diversity in apprenticeship have shown marked increases from 2005, when ODOT began implementation of the Workforce Development Plan. Overall apprenticeships for OTIA III projects have increased by 212 percent, to 7 percent total utilization, from 2005.

Diversity as a measure of minority apprenticeship participation has increased 200 percent, to 34.9 percent of apprentice hours on OTIA III projects. Additionally, overall minority participation as a percent of total hours on OTIA III projects increased from 2 percent to 18.2 percent.

Overall participation of women grew by 5 percent to 11.6 percent, although apprenticeships by women decreased by 188 percent to 7.5 percent of apprenticeable hours.

African American and Native American participation increased overall on ODOT projects, Asian American participation remained consistent, and Hispanic participation decreased in participation from 2005. The individual ethnicity numbers are beginning to better reflect the population distribution in Oregon.

ODOT is responding to the decrease in the participation of women apprentices and the surge of minorities. For women apprentices, ODOT is planning to work closely with BOLI, community-based organizations and contractors to encourage more women to enter the trades. To balance participation of minority groups according to their representation in the general population, ODOT is planning to increase its focus on African American recruitment and participation.

With the overall increases in apprenticeship participation, ODOT expects to see early apprentices on ODOT projects graduate in the coming years.

Tables 4 and 5 reflect a summary of data collected through certified payrolls submitted and processed in the past two years on ODOT projects. The numbers apply to overall tallies of apprentice and ethnicity through April 30, 2007, for OTIA III projects with apprenticeship special provisions.

Summary of Workforce Utilization and Apprenticeships by Hours Worked	Percent
OTIA III Projects Minority Aspirational Target	14.0%
Actual OTIA III Minority Participation	11.0%
OTIA III Projects Women Aspirational Target	14.0%
Actual OTIA III Women Participation	11.6%
Ethnicity as a percentage of total OTIA III project hours	
Hispanic	5.8%
African American	2.0%
Asian	0.6%
Native American	4.7%
Caucasian	81.8%
Other, Non-reporting	5.0%

Table 4: Summary of workforce utilization and apprenticeships by hours worked

Summary of Apprenticeship Participation by Hours Worked	Percent
Apprenticeship Goal Weighted Average	5.1%
Actual Apprenticeship Performance for OTIA III Projects Reporting Hours	7.0%
Minority Percentage of Total Apprenticeship Hours	34.9%
Women Percentage of Total Apprenticeship Hours	7.5%
OTIA III Apprenticeship Participation by Trade	
Operators	38.6%
Carpenters	33.2%
Laborers	20.8%
Cement Masons	0.0%
Iron Workers	7.2%
Painters	0.1%

Table 5: Summary of apprenticeship participation by hours worked

III. Significant Accomplishments

Establishment of a Qualified Construction Workforce Pool

The pilot project has already begun to build a qualified construction workforce pool. As of July 2007, in Regions 1 and 5, 29 people have passed all requirements to enter the qualified construction workforce pool. Six are women and 23 are men; five are veterans. Twelve members of the current pool are Caucasian, African American or Hispanic; none are Native American, Asian or Pacific Islander; and the remainder did not specify ethnicity.

Workforce Analysis

In seeking to build a qualified construction workforce pool to meet projected shortages of workers, ODOT surmised that the following were true:

- Women and minorities were statistically underutilized.
- They were available for work.
- They perceived barriers to working on ODOT construction projects.

The analysis resulted in the following recommendations for the implementation of the plan:

- In Oregon, there are enough women and minorities to fulfill the anticipated need for construction for OTIA III work.
- Most of those looking for work in Oregon are already working and are looking for a better job or career.
- Oregon has very few women and minority journey or trades workers (less than 1 percent as of 2005) and even fewer numbers in heavy-highway trades.

ODOT and the industry agreed that aspirational targets for construction projects were achievable.

Hiring Specifications

ODOT obtained approval from the Oregon Department of Justice, FHWA, AGC, JATC and minority groups for new construction specifications incorporating the Workforce Development Plan apprenticeship requirements in all OTIA III projects beginning in July 2005. They include a statewide target of 14 percent participation of women and minorities, with a 20 percent minority participation target in the Portland tri-county area.

Standardized On-the-Job Training

ODOT worked with BOLI and the five heavy-highway trades to standardize its contractor in-house OJT program in four occupations: utility trainee, carpenter, cement mason and ironworker. The program effectively conveys contractor requirements and obligations; program requirements; monitoring and compliance; any remedies, if needed; and draft common technical components for the program description covering the four highway-related apprenticeships. ODOT has incrementally increased apprenticeship targets from 5 percent to 10 percent over 24 months with annual program review and adjustments.

Orientation Video

ODOT initiated and coordinated the creation of a video specifically designed for applicant orientations. The video describes the bridge program, what it is like to work in the construction

trades and the process for joining the workforce. A marketing subcommittee of the Region 1 Alliance helped draft the video scripts. ODOT staff set up the orientation video production schedule. ODOT provided the list of active work zones, including TERO-related projects, contacts for the bridge program, and a list of active apprentices and trainees to its in-house video staff. The orientation video is now in use within the regions. A recruitment video is scheduled for release in fall 2007.

Job-Matching and Tracking Database

OED's iMatchSkills database is a statewide, Web-based job-matching system that is based on skills rather than job titles. It enables employers to find applicants who best fit their job criteria and allows job seekers to locate a wider array of jobs for which they qualify.

Taking advantage of this existing system, ODOT leveraged OED staff and resources to create new codes in the iMatchSkills tracking system to identify construction-related ODOT applicants and monitor the quality of referrals from service providers. These new codes increased the quality management because they allow the level of job applicant preparation to be tracked back to the participating providers. In addition, WorkSource Oregon partners can directly access iMatchSkills to update the profile of an applicant who is moving through activities connected to an employment action plan.

Agreement on Minimum Qualifications

ODOT, BOLI's Apprenticeship and Training Division, and each of the five heavy-highway trades reached an agreement on the minimum qualifications and supplemental qualifications that the Regional Workforce Alliances use to screen applicants. The AGC's Northwest College of Construction also endorsed the minimum qualification standards.

As a result of the collaborative work on the minimum standards document and the inclusion of the apprenticeship committee representatives in the development of the Regional Workforce Alliances, the cement masons' and ironworkers' unions adopted direct-entry selection language for labor pool applicants. Union operating engineers adopted an open, "any time" application process for alliance labor pool applicants. Negotiations are still under way with the union carpenters and laborers. (See Appendix F.)

Statewide Drug Testing

The Oregon DOJ approved ODOT's regional alliance drug testing program (see Appendix G). The ODOT-funded program is statewide and is the last requirement before a qualified applicant enters a regional qualified construction workforce pool. By contracting with Legacy MetroLab to collect applicant samples in each of ODOT's five regions and provide test results, ODOT can use the same policy and procedure protocols across the state.

First-Year Apprenticeship Training in Eastern Oregon

ODOT, BOLI and AGC's Northwest College of Construction have agreed to deliver AGC's first-year apprenticeship training program for laborers and carpenters in eastern Oregon during the winter of 2007. The ODOT-supported program will serve AGC contractors and their workforce, and will reduce the challenges of recruiting and retaining apprentices in the region in late 2007 or early 2008.

Portland Community College Skills Center Contract

ODOT and Portland Community College Cascade Campus implemented an education, skills and transportation linkage program through the college's North/Northeast Skills Center. The program

bridges the gap between underrepresented individuals who lack foundational and technical skills for transportation construction-related trades. The two-year, \$250,000 contract has a one-to-one leverage of college funds; was designed to serve 100 people; and provides recruitment, assessment, education, basic life skills and apprenticeship preparation training for local residents.

PCC recruited prospective students through the area’s workforce partners including Oregon Tradeswomen Inc., OED, Urban League of Portland, Dislocated Worker Project, Vocational Rehabilitation Department, North/Northeast Business Association, Goodwill Industries, Housing Authority of Portland – ETAP, and selected community-based organizations.

The Skills Center has delivered approximately 300 hours of instruction in construction-related courses at no charge to students and assists JATCs in recruiting a trained and educated workforce in the Portland metro area.

Construction-Awareness Training in Salem High Schools

In the second semester of 2007, ODOT, the Salem-Keizer school district, the Mid-Willamette Education Consortium and McKay and Sprague high schools delivered an ODOT- and school district-funded construction-awareness curriculum. Twenty-four students completed the curriculum and received a construction certificate.

Outreach to Contractors

In April 2007, ODOT hired Creative Resource Strategies, a woman-owned business enterprise, to facilitate individual meetings between OCR specialists and contractors throughout Oregon to inform them about the availability of and process for hiring from the qualified construction workforce pool through the iMatchSkills database. As of July 1, 2007, more than 120 meetings have been held, and contractors have expressed their appreciation for the customized assistance.

Other Accomplishments

- For 2005–2007, ODOT obtained a one-half of 1 percent allocation of \$1.2 million from FHWA (not including state match) to address gaps in service and \$550,000 from FHWA’s New and Innovative OJT Supportive Services.
- Secured OED agreement to coordinate an OTIA recruitment link between its state veteran coordinator and Oregon-bound personnel in the military’s Transition Assistance Program.
- Placed statewide advertisements promoting construction workforce diversity.
- Established a statewide, toll-free telephone number in Spanish and English that applicants can call to learn more about construction opportunities with ODOT contractors (see Table 6).

Responses to Date	
Region 1	27
Region 2	202
Region 3	42
Region 4	1
Region 5	14
TOTAL	286

Table 6: Number of calls to toll-free number by region

- Presented, at the invitation of the general council chair of the Confederated Tribes of the Umatilla Indian Reservation, an overview of the Workforce Development Plan at the Pacific Northwest TERO Regional Meeting in Eureka, California.

- Arranged free, proactive OSHA 10-hour training in each of ODOT's five regions for job applicants entering the Regional Workforce Alliance qualified construction workforce pools.
- Developed a marketing insert for placement in existing agency brochures to target job seekers.

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IV. Contacts

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800 Airport Road S.E.
Salem, OR 97301

Manager

Michael A. Cobb
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michael.a.cobb@odot.state.or.us

Workforce Development Liaison

Angela Ramos
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Regional Civil Rights Specialists

Region 1 (Portland Metro Area)

David Dixon
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david.l.dixon@odot.state.or.us

Region 2 (Mid-Willamette Valley and Coastal)

Rick Whelan
(503) 986-4356
rick.whelan@odot.state.or.us

Region 3 (Southern Oregon)

Marie Wright
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marie.a.wright@odot.state.or.us

Region 4 (Central/Southeastern Oregon)

Janet Sharp
(541) 388-6234
janet.m.sharp@odot.state.or.us

Region 5 (Eastern Oregon)

Henry Manjarres
(541) 962-0568
henry.d.manjarres@odot.state.or.us

Workforce Development Web site

www.odotworkforcedevelopment.org

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V. Appendices

Appendix A: ODOT Workforce Partners

See page 33

Appendix B: Oregon Plan of Action

www.oregon.gov/ODOT/CS/CIVILRIGHTS/eo_program.shtml#EEO_ResDoc

Appendix C: Regional Workforce Alliances

www.oregon.gov/ODOT/CS/CIVILRIGHTS/wdp.shtml#Alliances

Appendix D: Qualified Worker Summary and Screening Standards

www.oregon.gov/ODOT/CS/CIVILRIGHTS/wdp/trades/Qualified_Worker_Summary_Screening_Standards_2006_04_26.pdf

Appendix E: Portland Metro Area Workforce Alliance

www.oregon.gov/ODOT/CS/CIVILRIGHTS/wd_plan_region1.shtml

Appendix F: Direct Entry Exception Process Related to Regional Workforce Alliances

www.oregon.gov/ODOT/CS/CIVILRIGHTS/wdp/Alliance_Direct_Entry_Exception_Process.pdf

Appendix G: Regional Alliance Drug Testing Policy

www.oregon.gov/ODOT/CS/CIVILRIGHTS/wdp/Drug_Test_Procedure.pdf

Appendix A: List of Partners by Regional Workforce Alliance

Region 1: Portland Metro Area Workforce Alliance

Affiliated Tribes of Northwest Indians
African American Chamber of Commerce of Oregon
Alcantar and Associates
American Indian Association of Portland
Associated Builders & Contractors
Associated General Contractors
Better People
Bricklayers and Allied Craftworkers, Local 1 - Oregon
Bureau of Labor and Industries - Apprenticeship and Training Division
Cabell Group
Carpenters Union
Cascade Bridge LLC
Cement Masons
Cement Masons Local 555
CH2M Hill Constructors Inc.
Chemeketa Community College
City of Portland
City of Portland Bureau of Purchases
City of Portland Office of Transportation
Clackamas Community College
Clackamas County
Clackamas County Department of Transportation
Columbia Pacific Building and Construction Trades Council
Confederated Tribes of the Umatilla Indian Reservation
Construction Apprenticeship & Workforce Solutions
Cooper Zietz Engineers
Department of Community Colleges and Workforce Development
Edelman
F E Ward
F M Burch and Associates
Fair Contracting Foundation
Falconi Consulting Services
Federal Highway Administration
Gervais Construction
Goodfellow Bros. Inc.
Governor's Office
Governor's Office - Advocate for Minority, Women & Emerging Small Business
Governor's Office - Affirmative Action
Governor's Office - Education & Workforce Policy
Group AGB
Haglund, Kelley, Horngren & Jones
Hamilton Construction Company
Hispanic Action Committee East Region
Hispanic Metropolitan Chamber of Commerce
Hooker Creek Companies
Housing Authority of Portland
Husky Fence
Immigrant & Refugee Community Organization

Impact Business Consultants, Inc.

Impregilo/S.A. Healy Joint Venture
Institute for Conflict Management Inc.
Ironworkers Local #29 - International Assoc. of Bridge, Structural, Ornamental & Reinforcing
Ironworkers
Jackson - Pierce/Public Affairs
Job Corps
Joint Apprenticeship Training Committee(s)
Labor's Community Service Agency Inc.
Metro
Mowat Construction Company
Mount Hood Community College
Multnomah County
Multnomah County Land Use and Transportation
National Electrical Contractors Association / International Brotherhood of Electrical Workers Training
Center
Native American Youth Association
Northeast Workforce Center
Northwest China Council
Northwest College of Construction
Operating Engineers Local 701
Operating Engineers Training Center
Oregon & S. Idaho District Council of Laborers
Oregon Association of Minority Entrepreneurs
Oregon Bridge Delivery Partners
Oregon Building Congress
Oregon Council for Hispanic Achievement
Oregon Department of Transportation
Oregon Department of Transportation - Office of Civil Rights
Oregon Department of Transportation - Office of Civil Rights, Civil Rights Specialist
Oregon Department of Transportation - Region 1 Office
Oregon Department of Transportation - Region 1 - Tech Center Manager
Oregon Employment Department - Portland
Oregon Federation of Tribes
Oregon Health & Science University
Oregon Human Development Corp.
Oregon Native American Business Entrepreneurial Network
Oregon Native American Chamber of Commerce
Oregon State Apprenticeship and Training Council
Oregon State Building and Construction Trades Council
Oregon State University – Dept. of Civil, Construction and Environment Engineering
Oregon Tradeswomen Inc.
Oregon Transportation Investment Act - Bridge Program
Oregon Workforce Partnership
Oregon Youth Conservation Corps
Pacific Northwest Regional Council of Carpenters
Philippine American Chamber of Commerce of Oregon
Port of Portland
Portland Community College
Portland Community College - Cascade Campus
Portland Development Commission
Portland Public Schools
Portland State University - Department of Civil & Environmental Engineering
Portland YouthBuild
Prevailing Wage Advisory Committee

R J & Co. Property Maintenance LLC
SE Works
Slayden Construction
Stacy and Witbeck
State Representative, District 43
The Skanner Newsgroup
Tri-Met
United Indian Women
The Urban League of Portland
US Department of Transportation
Vernell West Construction
Washington County
Washington County Land Use and Transportation
Wildish Construction
Willamette Carpenters Training Center
Wolf Creek Job Corps
Women Construction Owners & Executives
Workforce Investment Boards
Workforce Investment Council of Clackamas County Inc.
WorkSource Oregon
WorkSource Oregon One Stop Centers
Worksystems Inc.
Zetlin Strategic Communications

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Region 2: Mid-Willamette and Coastal Workforce Alliance

Chemeketa Community College, Extended Learning
Chemeketa Community College, Mathematics, Science, Trades, and Technologies
Chemeketa Community College, Mid-Willamette Education Consortium
Chemeketa Community College, Workforce Integration Department, Salem
Child Care Information Service
Community Services Consortium, Corvallis, Albany, Lebanon
Confederated Tribes of Siletz Indians
Department of Community Colleges and Workforce Development
Enterprise for Employment and Education
Hamilton Construction Company
J W Fowler
Lane Council of Governments
Lane Workforce Partnership
Life Directions
Management & Training Corporation Works
McKay High School
Mid-Willamette Education Consortium, Youth Programs College Credit Now
Mid-Willamette Valley Council of Governments
Oregon Department of Transportation Office of Civil Rights, Civil Rights Specialist
Oregon Department of Transportation Region 2 - Area 5 Manager
Oregon Department of Transportation Region 2 - Northwest Area 1 Manager
Oregon Department of Transportation Region 2 - Project Delivery Manager
Oregon Department of Transportation Region 2 - Region Manager
Oregon Department of Transportation Region 2 Tech Center Manager
Operating Engineers Training Center, Eugene
Oregon Bridge Delivery Partners
Oregon Cascades West Council of Governments
Oregon Child Care Resource & Referral Network
Oregon Department of Human Services - Office of Vocational Rehabilitation Services
Oregon Employment Department, Albany
Oregon Employment Department, Astoria
Oregon Employment Department, Corvallis
Oregon Employment Department, Salem
Oregon Employment Department, The Workforce Network, Eugene
Pacific Northwest Regional Council of Carpenters
Personnel Source Inc.
Polk HALO Program
South Marion Workforce Investment Act/Santiam Job & Career Center
Sprague High School
The Confederated Tribes of Grand Ronde

Region 3: Southern Oregon Workforce Alliance

American Business Women's Association
Bureau of Labor and Industries
Cardinal Services Inc.
Carpenters
Carter & Co.
CH2M Hill Constructors Inc.
Confederated Tribes of Siletz Indians
Construction & General Laborers, Local 1400 Southern Oregon
Coquille Indian Tribe
Crater Lake Electricians JATC
Department of Human Services - South Umpqua Self Sufficiency Branch
Douglas County Hispanic Network
Ironworkers – Local 29
Job Opportunities and Basic Skills Training Program
Kiewit
Laborers' Local 1400
LTM Inc.
Mowat Construction Company
NW Laborers Apprenticeship
Oregon Department of Transportation Office of Civil Rights Manager
Oregon Department of Transportation Office of Civil Rights, Civil Rights Specialist
Oregon Department of Transportation Region 3, Area Manager - Rogue Valley Area Office
Oregon Department of Transportation Region 3, District 7 Area Manager
Oregon Department of Transportation Region 3, Region Manager
Oregon Bridge Delivery Partners
Oregon Department of Human Services - Office of Vocational Rehabilitation Services
Oregon Employment Department - Coos Bay/ Brookings Medford offices
Oregon Employment Department - Roseburg One-Stop Center
Rogue Community College
Rogue Valley Workforce Development Council
Roseburg Chamber of Commerce
Ross Bros. & Company Inc.
Smith River Rancheria
South Coast Business Employment Corp.
Southern Oregon Goodwill
Southwestern Oregon Community College
The Job Council
Tidewater Contractors Inc.
Umpqua Community College
Umpqua Community College - Small Business Development Center
Umpqua Indian Development Corp. (Cow Creek Band of Umpqua Tribe of Indians)
Umpqua Training and Employment Inc.
Wildish Standard Paving Co.
Wolf Creek Job Corps

Region 5: Eastern Oregon Workforce Alliance

Blue Mountain Community College
Burns Paiute Tribe
Certified Personnel Services Agency Inc.
Community Action Program of East Central Oregon
Confederated Tribes of the Umatilla Indian Reservation
Department of Human Services - Office of Voc. Rehab. Services
HDR, Inc. / Pasco Office
International Union of Operating Engineers, Local 701
Local # 29 Ironworkers
Northwest Laborers - Employers Training Trust Fund
Oregon Bridge Delivery Partners
Oregon Department of Transportation Office of Civil Rights, Civil Rights Specialist
Oregon Department of Transportation Region 5 Area Manager
Oregon Department of Transportation Region 5 District 12 Manager
Oregon Department of Transportation Region 5 Manager
Oregon Department of Transportation Region 5 Northeast Area Manager
Oregon Employment Department - Eastern Regional Manager
Oregon Employment Department - Hermiston
Oregon Employment Department - Ontario
Oregon Employment Department - La Grande
Oregon Employment Department - Pendleton
Oregon Human Development Corp.
Pacific Northwest Regional Council of Carpenters
Pioneer Asphalt Inc., Pioneer Construction Inc., and Pendleton Ready Mix Inc.
Training & Employment Consortium - Region 13
Training & Employment Consortium - Region 14
Union County (La Grande) Chamber of Commerce
Weaver Construction Co.