



Oregon Department of Transportation Workforce Development Plan

Revision 1
DRAFT
July 11, 2005

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Oregon Department of Transportation Workforce Development Plan

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A Message from ODOT's Director

We have embarked on a journey of historic importance to shape Oregon's construction workforce of the future.

Because Oregon will soon reach record levels of construction, we face a shortage of workers over the next seven to 10 years. If we do not undertake an immediate effort to identify, recruit, and train a new and larger workforce, we will not have enough workers to get the job done.

The Legislature has also recognized this challenge and has told the agency to increase the participation of apprentices in the construction workforce and to increase opportunities for women and minority individuals and companies. This direction was part of the third phase of the Oregon Transportation Investment Act's funding of new construction, local bridges, maintenance and preservation, and the repair or replacement of hundreds of bridges and roadways.

We have developed a new workforce development plan to meet these challenges. Already, we have been engaged in a two-year discussion with our partners over changes in our apprenticeship program. In order to have enough workers to meet the demands of the future, we are moving to increase our apprenticeship requirements, contract specifications, and diversity goals. These changes will apply initially only to the tri-county area in Portland and to the OTIA III program, and then to the rest of the state after a reasonable period of time based on progress and performance. I also want to underscore my determination that we work together with our partners, and my willingness to examine progress as we go along and to make adjustments accordingly.

We will begin several new initiatives to implement these changes. We will engage in extensive workforce development efforts, including the establishment of Regional Workforce Alliances around the state to ensure an adequate supply of trained and skilled workers. ODOT intends to promote the recruitment, training, and technical support of a qualified and diverse workforce by working with the state, regional, and local community partners.

ODOT is committed to working with its governmental and private-sector partners in a collaborative effort to make this journey successful for everyone. I want to thank our many partners for their great spirit of cooperation already exhibited and for all that is about to be accomplished going forward. Together, our determined efforts will ensure success. When we look back 10 years from now, we will be proud of not only of our stronger roadway system, but of the new opportunities we have created for so many Oregon families.

Bruce Warner
Director, Oregon Department of Transportation

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Federal Executive Order 11246

ODOT and the Workforce Development Plan will adhere to the principles of Federal Executive Order 11246 to provide a labor pool of qualified, skilled workers and increase the use of the apprenticeship program.

Federal Executive Order 11246, as amended, prohibits federal contractors and federally assisted construction contractors and subcontractors who do over \$10,000 in Government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin:

“The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex or national origin. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.”

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Executive Summary

The Workforce Development Plan will provide a diverse, skilled workforce for the years ahead. The Oregon Department of Transportation (ODOT) will involve all partners in a collaborative process to implement the plan. Our governmental and private-sector partners ensure that workers have the apprenticeship and on-the-job training opportunities as well as the support services they need to pursue and succeed in the construction trades.

Based on Working with Many Partners

Active partner involvement is a critical element for implementing the Workforce Development Plan. ODOT will involve the appropriate partners at each step. To implement the plan, ODOT will partner with the Associated General Contractors, Bureau of Labor and Industries, City of Portland, Clackamas County, Columbia Pacific Building Trades Council, community-based organizations serving women and minorities, Department of Community Colleges and Workforce Development, local Employment Department offices, Federal Highway Administration, general contractors, local governments, Governor's Office, high schools, Housing Authority of Portland, local Joint Apprenticeship Training Committees, Metro, Multnomah County, Oregon Apprenticeship and Training Council, Oregon Bridge Delivery Partners, Oregon Employment Department, the Oregon Federation of Tribes, Oregon Health and Science University, Oregon State Building and Construction Trades Council, Oregon Tradeswomen, Oregon Workforce Partnership, Oregon Youth Conservation Corps, Oregon's community colleges, Port of Portland, Portland Development Commission, Portland YouthBuild, Prevailing Wage Advisory Committee, private-sector owners, State of Oregon, Tri-Met, Washington County, local/regional Workforce Investment Boards, WorkSource Oregon One-Stop Centers, and Worksystem Inc.

Approach

Instead of developing entirely new systems to build a qualified labor pool, the plan maximizes the use of existing programs. As used in this document, the term "qualified labor pool" refers to individuals recruited, evaluated, screened, and pre-trained pursuant to this plan who can be called upon by the heavy-highway industry to fill the need for potential apprentices or skilled journey-level workers. Every effort is made 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 both current and new workers.

The plan will provide the labor force needed by contractors to meet the new workforce utilization aspirational goals and to meet the increasing requirements for apprenticeship participation.

Workforce Utilization Aspirational Goals

The following new aspirational goals will be included in ODOT's contract specifications:

- Aspirational goals for women on OTIA III and Portland-area contracts will be 8 percent.
- Aspirational goals for minorities on OTIA III and Portland-area contracts will be 9 percent.
- Aspirational goals for minorities on OTIA III projects outside the Portland area will be:
 - Marion and Polk counties – 5.8 percent
 - Benton, Clatsop, Columbia, Crook, Deschutes, Hood River, Jefferson, Lincoln, Linn, Sherman, Tillamook, Wasco, and Yamhill counties – 7.6 percent
 - Coos, Curry, Douglas, Jackson, Josephine, Klamath, Lake, and Lane counties – 4.8 percent
 - Baker, Gilliam, Grant, Morrow, Umatilla, Union, Wallowa, and Wheeler counties – 7.2 percent
 - Harney and Malheur counties – 8.8 percent

ODOT will seek approval from the Federal Highway Administration to make these goals contractual requirements.

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

Apprenticeship Requirements

Apprenticeship requirements by craft will incrementally increase over 18 months, from 5 percent to 10 percent to 15 percent to 20 percent, with annual program reviews and adjustments.

Management Structure

Management of the Workforce Development Plan requires the leadership and participation of all the plan's partners to build a diverse, skilled workforce. ODOT has appointed an agency manager to oversee the program and to coordinate with five Regional Workforce Alliances and a Workforce Advisory Committee, which will assist in implementing the plan.

The five Regional Workforce Alliances will implement the plan at the regional level. The Workforce Advisory Committee provides guidance and evaluation of the plan for ODOT's Director and provides a forum for partners to communicate on a regular basis and resolve issues.

Tactics

Implementation of the plan entails the following five tactics: 1) identification of the labor force, 2) outreach and recruitment, 3) skills assessment, 4) apprenticeship and on-the-job training (OJT) programs, and 5) support services. Many of these steps will occur simultaneously to achieve critical mass.

Program Evaluation

Evaluation of the plan will focus on two outcomes: 1) increasing apprenticeship and training opportunities and 2) developing of a qualified labor pool. Both outcomes will address two central questions: a) how successful we were in increasing the number of women and minorities in the contracted workforce and b) how successful we were in expanding the use of apprentices and trainees.

Next Steps

ODOT will take the following five steps immediately: 1) seek approval of the diversity elements for federal projects from the Federal Highway Administration, 2) work with partners to develop policies and procedures, 3) write contract specifications, 4) set up new tracking and monitoring systems to track project activities monthly, and 5) conduct mandatory training of contractors on the tracking system.

The initial implementation of the plan will occur as a pilot project for the first two years. During the pilot project phase, only OTIA III projects statewide and all ODOT construction projects in Multnomah, Clackamas, and Washington counties will use the new increased apprenticeship/training requirements and women and minority utilization aspirational goals. Following this two-year period, and pending FHWA approval, ODOT will determine whether to include the new utilization goals on all ODOT projects.

The Workforce Development Plan is intended to be a living, working document. In collaboration with FHWA and partners, ODOT will review the plan on an annual basis and make improvements as needed.

Contact List

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I. Overview: What is the Workforce Development Plan?

Oregon's transportation system is undergoing a dramatic transformation. Unprecedented levels of construction for maintenance projects, local and county roads, and highway bridges are under way and will continue through 2011. This construction activity presents a unique opportunity to revitalize the state's economy by creating new jobs for Oregon's workers.

However, workforce projections indicate a shortage of skilled workers is looming. This challenge presents an opportunity for a historic undertaking: increase the diversity of Oregon's workforce to provide a labor pool of qualified, skilled workers and increase the use of the apprenticeship and on-the-job training (OJT) programs. This effort ensures that a supply of qualified workers to build Oregon's transportation infrastructure is available now and provides workers with the skills and knowledge they need to build long-term, sustainable careers. Ultimately, this creates an improved quality of life for all Oregonians.

The Workforce Development Plan presented in the following pages is one model for providing a diverse, skilled workforce. The Oregon Department of Transportation (ODOT) will involve all partners in a collaborative process to refine the plan as needed. Our governmental and private-sector partners will ensure that workers have the apprenticeship and on-the-job training opportunities as well as the support services they need to pursue and be successful in the construction trades.

During the initial implementation of the Workforce Development Plan, the new workforce utilization aspirational goals will apply only to OTIA III projects statewide and all ODOT construction projects in Multnomah, Clackamas, and Washington counties. Following the implementation of the plan for these projects, the utilization aspirational goals will extend to all ODOT projects.

Workforce Utilization Aspirational Goals

The following new aspirational goals will be included in ODOT's contract specifications:

- Aspirational goals for women on OTIA III and Portland-area contracts will be 8 percent.
- Aspirational goals for minorities on OTIA III and Portland-area contracts will be 9 percent.
- Aspirational goals for minorities on OTIA III projects outside the Portland area will be:
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ODOT will seek approval from the Federal Highway Administration to make these goals contractual requirements.

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

Apprenticeship Requirements

Apprenticeship requirements by craft will incrementally increase over 18 months, from 5 percent to 10 percent to 15 percent to 20 percent, with annual program reviews and adjustments.

Federal Executive Order 11246

ODOT and the Workforce Development Plan will adhere to the principles of Federal Executive Order 11246 to provide a labor pool of qualified, skilled workers and increase the use of the apprenticeship and OJT programs.

Federal Executive Order 11246, as amended, prohibits federal contractors and federally assisted construction contractors and subcontractors who do over \$10,000 in Government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin.

The Workforce Development Plan: At a Glance

The Workforce Development Plan is arranged as follows:

Partners

This section lists the partners whose involvement is critical to the plan's success.

Mission/Objectives

A statement of the plan's goals and desired outcomes is presented.

Approach

The approach section explains the strategies guiding implementation of the plan. This section includes a discussion of:

- Changes in diversity goal numbers
- Regional Workforce Alliance strategy
- Workforce participation
- Context Sensitive and Sustainable Solutions (CS³) philosophy

What the Workforce Development Plan Means to Contractors

This section clarifies the roles and responsibilities of contractors under the plan.

Management Structure of the Program

An explanation of the management structure of the program is included, along with the roles and responsibilities of:

- Regional Workforce Alliances
- Workforce Advisory Committee
- Oregon Department of Transportation

Tactics

This section details the five tactics used to implement the plan.

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

Program Evaluation

A discussion on evaluation of the plan focuses on two outcomes: 1) increasing apprenticeship and training opportunities, and 2) developing a qualified labor pool. Both outcomes will address two central questions: a) how successful we were in increasing the number of women and minorities in the contracted workforce and b) how successful we were in expanding the use of apprentices.

Next Steps/Timeline

This section outlines the next steps and timeline for implementing the plan.

Other Considerations

The items in this section are remaining considerations for implementing the plan.

II. Partners

Strong partners are integral for the implementation of the Workforce Development Plan. Partners provide support and strengthen the quality of training provided to the workforce. This ensures that existing resources are maximized and coordinated, gaps in services are filled, and compliance with federal and state contracting laws is met. Active partner involvement is important to the ongoing success and longevity of workforce training programs along with the career success of individual workers.

To implement the plan, ODOT will partner with the Associated General Contractors, Bureau of Labor and Industries, City of Portland, Clackamas County, Columbia Pacific Building Trades Council, community-based organizations serving women and minorities, Department of Community Colleges and Workforce Development, local Employment Department offices, Federal Highway Administration, general contractors, local governments, Governor's Office, high schools, Housing Authority of Portland, local Joint Apprenticeship Training Committees, Metro, Multnomah County, Oregon Apprenticeship and Training Council, Oregon Bridge Delivery Partners, Oregon Employment Department, the Oregon Federation of Tribes, Oregon Health and Science University, Oregon State Building and Construction Trades Council, Oregon

Tradeswomen, Oregon Workforce Partnership, Oregon Youth Conservation Corps, Oregon's community colleges, Port of Portland, Portland Development Commission, Portland YouthBuild, Prevailing Wage Advisory Committee, private-sector owners, State of Oregon, Tri-Met, Washington County, local/regional Workforce Investment Boards, WorkSource Oregon One-Stop Centers, and Worksystem Inc.

III. Mission/Objectives

During the next 10 years, Oregon will undergo historic levels of transportation construction. However, workforce studies and projections indicate that the current pool of skilled workers falls short of meeting the demand. To successfully deliver these projects on time and maintain mobility on the state's transportation system, ODOT created the Workforce Development Plan.

The mission of the plan is to create and support a diverse workforce and qualified labor pool and increase the use of apprentices and trainees to build Oregon's transportation infrastructure.

This document provides the framework for ODOT and its partners to build the qualified labor pool, while at the same time provide workers with the necessary skills to build sustainable careers. Specifically, the plan seeks to increase workforce diversity by increasing the participation of women, minorities, low-income, disadvantaged, and underemployed workers in the transportation-related construction industry. This will be assisted by expanded use of the apprenticeship and on-the-job training programs and recruiting efforts targeted to accomplish workforce diversity goals.

IV. Approach

Implementation of the Workforce Development Plan calls for ODOT and its partners to identify, train, and place skilled workers in jobs to meet the demands of historic levels of construction. Instead of developing entirely new systems to build a qualified labor pool, the plan maximizes the use of existing programs. Every effort will be made 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, best practices and lessons learned from around the country, including the Oregon Plan of Action, will be incorporated into implementation efforts. Transparency and accountability measures are built into the plan through various monitoring and reporting functions.

Context Sensitive and Sustainable Solutions Philosophy

ODOT's new decision-making framework, known as Context Sensitive and Sustainable Solutions, or CS³, is at the core of the Workforce Development Plan. The CS³ approach stresses projects that are a good fit for their community, landscape, and environment.

The plan will meet the intent of CS³ principles by using local resources (workers, goods, and services) to develop a diverse, qualified, skilled labor pool. Further, the long-term

goal of the Workforce Development Plan—provide workers with the skills and resources they need to successfully pursue careers in construction—reflects the CS³ value of providing sustainable solutions for transportation construction.

Changes in Diversity Goal Numbers

ODOT's new workforce utilization aspirational goals increase the regional contract specifications for women and minorities. The following new aspirational goals will be included in ODOT's contract specifications:

- Aspirational goals for women on OTIA III and Portland-area contracts will be 8 percent.
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- Aspirational goals for minorities on OTIA III projects outside the Portland area will be:
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ODOT will seek approval from the Federal Highway Administration to make these goals contractual requirements.

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

Apprenticeship requirements by craft will incrementally increase over 18 months, from 5 percent to 10 percent to 15 percent to 20 percent, with annual program reviews and adjustments.

The new utilization aspirational goals are detailed in Appendix 1.

Regional Workforce Alliance Strategy

Regional Workforce Alliances will implement the Workforce Development Plan at the regional level. The alliances comprise the plan's partners in a specific geographic area. The alliances work under the direction of ODOT's Diversity Manager and are led by an Alliance Manager. Alliance Managers are existing ODOT Office of Civil Rights staff. Each alliance will develop implementation work plans specific to their region. An alliance will cover each of the following five geographic areas: 1) Portland Metro, 2) Mid-Willamette Valley, 3) Southern Oregon, 4) Central/South Eastern Oregon, and

5) Northern Eastern Oregon. The counties included in each alliance are detailed in Appendix 2.

Due to the unique interactions between multijurisdictional entities, multiple projects with similar time frames, community-based organizations, trades, unions, and community colleges in ODOT Region 1, the Portland Metro Regional Workforce Alliance will require a modified planning, functioning, and decision-making process. Appendix 3 provides information on the Region 1 Comprehensive Construction Workforce Development Decision-Making Structure.

ODOT also will identify opportunities to collaborate with others in the Portland region to create long-term career opportunities in the construction trades on other publicly and privately funded construction projects.

Generally, each alliance is responsible for the following functions:

Operational Functions

Each alliance will assume similar operational functions, taking into account the particular nuances of the region.

Plans

Within two months of formation, each alliance will create a region-specific Alliance Plan for providing a qualified, skilled labor force. The Alliance Plan serves as an operations guide and provides benchmarks for future evaluation. A major component of the Alliance Plan is developing strategies to link the need for recruitment and skills development with the organizations and agencies providing these services. The Alliance Plan also identifies the regional partners involved with implementation efforts.

Memorandum of Understanding

The alliances are also responsible for developing a Memorandum of Understanding (MOU) with regional partners. The MOU describes the responsibilities for developing training programs and providing training services for women and minorities. 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 labor pool. Other responsibilities outlined in the MOU include maximizing existing funds and resources, staff training, and job placement and follow-up services, including mentoring programs and monitoring of participants. The MOU also provides guidelines for evaluation of the plan.

Identification of Resources

Instead of creating new programs and services to implement the plan, the Regional Workforce Alliances will maximize the existing programs and services provided by the plan's partners in their region. When necessary, an alliance may recommend that ODOT issue a Request for Qualifications (RFQ) or a Request for Proposal (RFP) process to fill any gaps in services or training.

Reporting and Monitoring Functions

Quarterly meetings with service providers allow the alliance to track the plan's implementation progress. Any recommendations and revisions to the plan resulting from these meetings are subject to ODOT approval.

Participant progress is tracked using existing databases and systems administered by partners, including the Bureau of Labor and Industries, Oregon Employment Department, and the State of Oregon.

Timeline

To accommodate the OTIA III construction schedule, the Portland Metro and Northern Eastern Oregon Regional Workforce Alliances will form no later than December 2005. The Mid-Willamette Valley Workforce Alliance is expected to form in 2006. The formation of the two remaining alliances, Southern Oregon and Central/Southeastern Oregon, will coincide with the bridge program's construction schedule and projected peak man-hour demands during the next five years.

Workforce Participation

Women, minorities, low-income, and disadvantaged workers participating in the plan's training opportunities will follow the process outlined in Appendix 4. Generally, the process is summarized below.

Participants are assigned a case manager who will provide career information and assistance in identifying career goals. The case managers are existing staff from the plan's partners already providing this service. From this information, a service plan is developed, with sustainable employment as an outcome. The case manager may also provide referrals to training programs and support services including tutoring and childcare. Additionally, mentoring from a woman or minority worker in the construction trade may be proposed.

Job-ready applicants receive job placement assistance, including referrals to apprenticeship programs and employers. Retention services to boost the rate of successful careers in the construction trades include post-placement follow-up. It is expected that at least 400 apprentices a year will gain acceptance into apprenticeship programs within the first two years of the plan's implementation.

Applicants who are unable to continue in the process due to changes in career interests, lifestyle demands, or educational constraints have an opportunity to seek alternate occupational interests.

V. What the Workforce Development Plan Means to Contractors

The mission of the plan is to ensure an adequate supply of qualified workers by helping develop a diverse, skilled workforce and increasing the use of apprentices. Contractors play an integral role in making this a reality. ODOT is partnering with the construction industry

by providing 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 will strive to reduce the burden on contractors to produce a skilled pool who meet industry standards. ODOT will identify a pool of pre-qualified potential workers that contractors may select from when hiring new journey workers or turn to when seeking to hire new apprentices. The plan's partners will supplement contractor training efforts by providing the necessary programs and services to successfully produce a trained, skilled workforce.

The four major differences in how contractors are impacted by the Workforce Development Plan are detailed below.

Diversifying the Workforce

Contracts for OTIA III projects statewide and all ODOT construction projects in Multnomah, Clackamas, and Washington counties will reflect the new women and minority utilization aspirational goals and expand the use of apprentices and trainees. To help contractors diversify their workforce and meet these goals, ODOT will identify a labor pool for contractors as noted above.

ODOT will provide individual assistance to contractors to help them achieve the new utilization goals. This may include providing guidance on individual employment situations, as well as providing exceptions to meeting the new contract specifications for unique and extenuating circumstances. Information posted on ODOT's web site will include contact information for accessing the qualified labor pool, in-depth information on the plan, details on the apprenticeship program, and leads for obtaining additional resources. As the plan evolves, ODOT will identify contacts for contractors to reach for more information. The goal is to have a single point of contact for contractors to access the qualified labor pool.

On-the-Job and Apprenticeship Training Opportunities

ODOT will identify and screen a pool of qualified applicants that contractors may access for apprenticeship and on-the-job training opportunities. Providing training opportunities yields many benefits for contractors. First, contractors will have the workforce they need to complete their existing projects. Second, contractors will have a qualified, skilled labor pool from which they can select workers to successfully compete for other projects. Third, by training women and minorities and expanding the use of apprenticeships and the OJT program, contractors will be able to meet their contract specifications and make major strides toward meeting the new utilization goals and subsequently their contract specifications. Finally, some individuals in the qualified pool will be available to enhance the contractor's journey-level workforce.

Monitoring/Reporting Functions

ODOT will use existing reporting functions to monitor contractor compliance with the new workforce utilization goals. 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 will review 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 will receive minimal oversight from ODOT.

Contract Specifications

As part of the implementation of the Workforce Development Plan, contract specifications for OTIA III and all ODOT construction projects in Multnomah, Clackamas, and Washington counties will reflect the new apprenticeship and diversity aspirational goals. Beginning in fall 2005, ODOT will provide training sessions for contractors quarterly for the following year to clarify the new specifications and what these changes mean to contractors.

The qualified labor pool composition for women and minorities on federal and federally assisted construction contracts/subcontracts in excess of \$10,000 is determined by federal standards. The goals 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 a contractor's construction sites, regardless of where the contract is performed. Aspirational goals for women on OTIA III contracts statewide and all ODOT construction contracts in Multnomah, Clackamas, and Washington counties will be 8 percent.

Ultimately, ODOT is seeking to increase participation rates statewide to 14 percent for women and 14 percent for minorities. In the Portland tri-county area, ODOT is seeking to increase participation rates to 14 percent for women and 20 percent for minorities. Appendix 5 details ODOT's regional utilization aspirational goal changes. A federal public notice process and a review at the federal level of these new specifications will also occur.

Selecting Job Candidates from the Qualified Labor Pool

Contractors are encouraged to select job candidates from the qualified labor pool and provide an evaluation of their job-readiness. When possible, contractors are encouraged to work with local apprenticeship committees to provide access into registered apprenticeship programs. By selecting workers from the qualified labor pool, contractors will be contributing to their compliance with federal "good faith" standards in the worker selection process. ODOT will monitor contractor compliance with federal requirements, which are explained in further detail in Appendix 6, EEO and Affirmative Action Requirements.

If candidates from the qualified labor pool are not selected, the contractor must provide a reason, which may include a candidate's drug and alcohol use or chronic/repeated absenteeism. ODOT has the right to reject a contractor's reason. If this happens, the contractor is required to select job

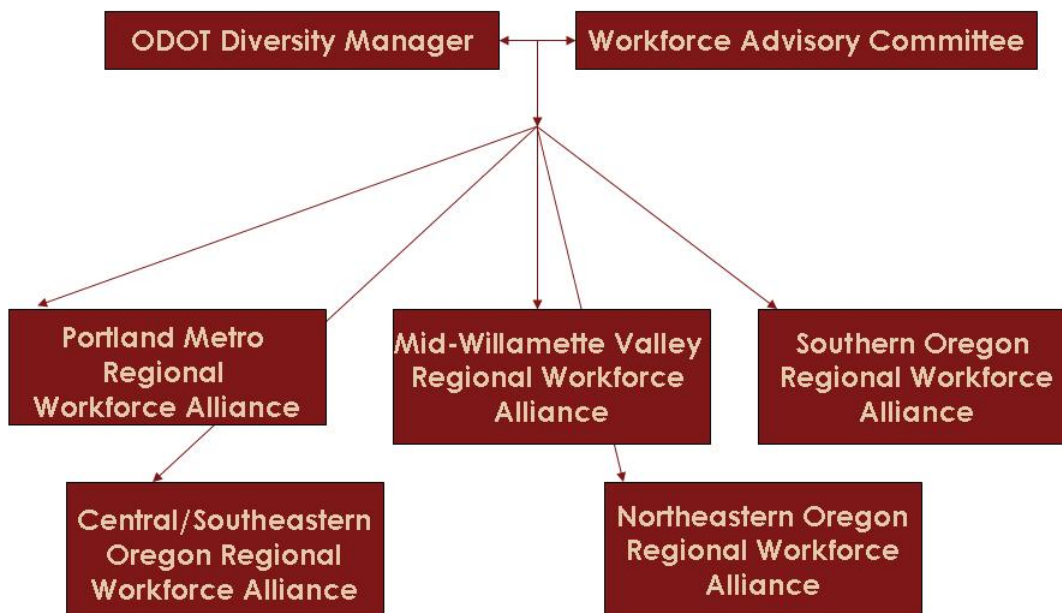
candidates from the labor pool or forfeit its contract. However, if the contractor's reason is accepted, the contractor must complete a "good faith" effort to select another worker from the labor pool or it may have to forfeit its contract. If a qualified, skilled labor pool is not available, the contractor is required to follow the federal "good faith" requirements to meet its contract utilization goals.

VI. Management Structure of Program

Management of the Workforce Development Plan requires the leadership and participation of all the plan's partners to build a diverse, skilled workforce. ODOT has appointed an agency manager to oversee the program and to coordinate with Regional Workforce Alliances and the Workforce Advisory Committee.

An organizational chart detailing the interaction between ODOT, the Workforce Advisory Committee, and the Regional Workforce Alliances follows.

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 skilled labor pool.

Regional Workforce Alliances

The five Regional Workforce Alliances will implement the Workforce Development Plan at the regional level. The goal of the alliances is to create a system to recruit, train, and retain women and minorities in the construction trades.

Partners in the alliances will include the Bureau of Labor and Industries' Apprenticeship and Training Division, local community colleges, community leaders, community-based organizations, construction contractors, general contractors, local government, high schools, Housing Authority of Portland, local Joint Apprenticeship Training Committees, Metro, minority and women chambers and organizations, ODOT, Oregon Employment Department, Oregon Health and Science University, Port of Portland, Portland Development Commission, private-sector owners, tribal representatives, and local Workforce Investment Board or Title 1B providers. A detailed description of the alliances and their responsibilities is listed in the Approach section on page 14.

Workforce Advisory Committee

The focus of the Workforce Advisory Committee is on providing guidance and evaluation of the Workforce Development Plan for ODOT's Director and setting forth recommendations to address issues as identified. Where resolution is required outside the purview of this committee, recommendations will be forwarded to ODOT for disposition. The committee is also responsible for reporting on plan goals, implementation progress, and tracking performance measures of the plan's partners. Additionally, this committee provides a forum for partners to communicate on a regular basis and resolve issues. This committee is composed of representatives from the Bureau of Labor and Industries, Community Colleges and Workforce Development, the contracting community, Governor's Office, ODOT, Oregon Employment Department, organized labor, private-sector, women and minority individuals and businesses, local apprenticeship committees, and other partners. ODOT's Director's Office will chair this committee.

Oregon Department of Transportation

ODOT is responsible for overall management of the Workforce Development Plan. ODOT's responsibilities include monitoring compliance at all levels, estimating labor pool needs for each project, setting diversity goals for each project, collecting data from the various partners, managing funds, overseeing and approving all operational plans, managing construction contracts, providing a diverse labor pool, and reporting to all partners on the plan and its progress.

VII. Tactics

Implementation of the Workforce Development Plan entails the following five tactics: 1) identification of the labor force, 2) outreach and recruitment, 3) skills assessment, 4) apprenticeship and OJT programs, and 5) support services. Many of these steps will occur simultaneously to achieve critical mass.

Identification of the Labor Force

The primary focus of this activity is the identification of women, minority, low-income, and disadvantaged candidates to create a labor pool of qualified workers. Potential participants are identified through input from Oregon's workforce system, community-based organizations, and the Oregon Employment Department's "iMatchSkills" system. The labor force consists of the following types of workers: employed/skilled, displaced workers, underemployed, unemployed (less than a year), and the chronic unemployed (more than year).

Outreach and Recruitment

Outreach and recruitment efforts will occur simultaneously with identification of the labor force. Using the Regional Workforce Alliance plans as a road map, ODOT will pursue an aggressive statewide recruitment campaign to attract participants. Recruitment efforts will be ongoing and maximize the use of state and federal resources. Specific activities include:

Partner Involvement

The Regional Workforce Alliances will ensure recruitment efforts are targeted and coordinated at the regional level. Specific outreach and recruitment resources will be provided by community-based organizations, community colleges, Joint Apprenticeship Training Committees, government agencies (e.g., Oregon Employment Department and the Department of Human Services), and Oregon One-Stop Career Centers.

Briefings and Orientations

Outreach briefings and orientations for community-based organizations and civic groups that work directly with women and minority populations will provide methods of outreach to these communities. The Workforce Advisory Committee, with support from the Regional Workforce Alliances, will help identify which organizations to approach. At least one large regional orientation will occur in each region for all partners.

Potential outreach efforts to high school students may include information nights at the schools, presentations by the Joint Apprenticeship Training Committees (JATCs) to promote construction trades careers, and tours of training facilities organized by the JATCs. Other outreach methods include establishing a recruiting link with Oregon Job Corps Training Centers.

Collateral Material

To aid with recruitment, outreach efforts will include the development of collateral materials that appeal to women and minorities. These materials will publicize job opportunities and support services in specific geographic regions. As part of this effort, advertisements targeting women and minorities will be placed in minority and general newspapers. All collateral materials will coordinate with ODOT's public information campaign for the OTIA III State Bridge Delivery Program, award of construction contracts in each region, and the system established by the local Regional Workforce Alliances.

Project Orientations

Project orientations provide an opportunity for outreach and recruitment efforts to occur simultaneously. These sessions will 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), and a discussion of what construction jobs entail. Project orientations provide an opportunity for the identified qualified labor pool to share their needs and identify potential barriers to working in the construction industry. Recruiters attending these sessions will provide a pre-assessment of the labor force's skills and career

goals. The recruiters are existing staff from the plan's partners already providing this service.

Youth Recruitment

A long-term focus of the plan is to go beyond ODOT's existing goal of recruiting 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 into construction trades will increase interest in and the success rate of entrance into these careers. Additional youth recruitment efforts will focus on organizations including the Native American Youth Association, Girl Scouts, and others serving minority and female youth.

Available Resources

The Regional Workforce Alliance partners will 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. The draft roles and responsibilities for recruiters are detailed in Appendix 7.

Skills Assessment

The objective of the skills assessment is to gauge the job readiness of the potential qualified labor pool and determine the training and support services needed for participants 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

The partners involved with this effort include the Bureau of Labor and Industries, local Joint Apprenticeship Training Committees, community-based apprenticeship preparation organizations, community colleges, and workforce partners.

Additionally, partners will provide participants with information on entry routes into construction jobs, including the requirements and benefits in this field.

Skills Assessment Areas

A variety of skills assessment tools will be used to gauge the skills level of the qualified labor pool and determine the training and support services needed to develop a qualified workforce. These services will be provided by ODOT's partners. At a minimum, participants will be assessed in the following seven areas: basic skills level, which is defined as reading, writing, math, and English as a Second Language (ESL); 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; communication and team building; and barriers to success.

Assessment Criteria

The assessment is based on the requirements of apprenticeship programs. A timed aptitude test measures knowledge on subjects found on apprenticeship tests. These are referred to as “Basic Skills,” which include math, spatial relations, numerical reasoning, reading, and vocabulary skills. Knowledge of transferable skills is also measured. An application and interview process helps both staff and candidates assess their expectations, goals, related skills, and readiness for a construction career. Additionally, applicants must present documents including a high school diploma or GED, a driver’s license, and proof of work authorization.

Based on the assessment, the qualified labor pool is 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 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 including Basic Skills, drug and alcohol services, and life skills enhancement.

The assessment will also identify and address 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.

Draft assessment criteria can be found in Appendix 8.

Case Management Approach

Following the assessment, participants will be assigned a case manager who will assist them in developing service plans and accessing the appropriate services. The case managers are existing staff from the plan’s partners already providing this service. Participants are placed in an appropriate apprenticeship preparation program or are assisted with a direct job placement or apprenticeship-training program. The case manager may also refer participants to longer term supplemental and basic skills training or to other occupational interests.

Available Resources

The Regional Workforce Alliances will monitor the progress of participants in the program. To ensure participants meet construction industry requirements, existing funds are available to provide additional supplemental training on any of the assessment areas described above. (Please refer to page 30 for a brief description of the plan’s funding sources.)

Apprenticeship Program

Once a participant is considered job-ready, he or she will be transferred to job placement professionals. These job placement professionals are existing staff from the plan’s partners already providing similar services. Job placement professionals will provide guidance and

referrals to appropriate apprenticeship programs and link participants to contractors. Follow-up services include placement tracking, involvement in mentoring programs, and quarterly progress meetings. Mediation, counseling, re-placement assistance, and advocacy services to promote participant retention in the trades is also provided.

Available Resources

Apprenticeship training is provided by local Joint Apprenticeship Training Committees and their participating employers. Potential training sources for pre-apprenticeship training include alternative schools, Associated General Contractors, Bureau of Labor and Industries' Apprenticeship and Training Divisions, community colleges and high schools, community-based organizations, higher education institutions, Job Corps, minority chambers of commerce, on-the-job training opportunities, OJT Supportive Service Providers, state-approved apprenticeship preparation programs, Tribal Employment Rights Office, and WorkSource Oregon One-Stop Career Centers.

Case Management Approach

A case management approach in following the apprenticeship program provides continuity for the participant. Case managers, who are existing staff from the plan's partners already providing similar services, will track apprentices after their job placement and assist with post-placement or re-employment needs.

Partner Involvement

The Regional Workforce Alliance partners will maximize existing services and programs to provide apprenticeship preparation training. Joint Apprenticeship Training Committees and participating contractors will coordinate with the alliance to ensure that applicants are adequately prepared to enter an apprenticeship program. Community colleges will offer classes on the construction industry and construction-related skills building. These classes will also link participants to apprenticeship and OTIA III job opportunities. By maximizing the existing mentoring program, mentoring will be provided for apprenticeship program participants.

Mentoring Programs

Mentoring programs provide apprentices and trainees with the support they need to successfully pursue construction trade careers. The mentoring program is detailed below.

Mentoring Sessions

These sessions provide mentoring information and techniques for service providers, contractors, journey workers, and registered apprentices and trainees. Discussion topics include coaching behavior, monitoring development of apprentices, and providing constructive feedback to apprentices, as well as networking opportunities for apprentices with journey-level construction workers. At a minimum, one session in each region is scheduled per year, with more sessions as needed.

Mentoring Program Fact Sheet

The alliance partners will create a “how-to” fact sheet for contractors and apprenticeship-training centers to establish their own mentoring programs. This fact sheet will be distributed at the Mentoring Sessions.

Mentors

By maximizing existing services and programs, mentors will be available to meet with the participants and their employer. The mentor’s responsibilities include providing support, information, and problem-solving expertise to apprentices about their experiences with the program. Mentors are trained to handle the wide range of problems apprentices may face, including race-related or women-specific issues. The mentor is also available to assist the contractor in developing a training plan for apprentices. Joint Apprenticeship Training Committees will provide additional support to mentors as appropriate.

ODOT Site Visits

ODOT Office of Civil Rights staff will conduct periodic site visits to review the progress of the apprentices and trainees.

Retention Services

During the first year of implementing the plan, ODOT will partner with community-based organizations to provide job site mentoring for participants. The goal of this task is to address the high dropout rate from apprenticeship training programs, particularly for women and minorities. Contractors will also 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. ODOT will recognize the contractor’s mentoring program as a good faith recruitment effort. The plan partners will also identify late-term minority and women apprentices who are available to mentor new apprentices.

Dispatch/Re-Employment Assessment

The objective is to continue to track participants to assure that they have continuing work. If a participant is not working, he or she will receive assistance for finding new employment. Local apprenticeship committees will be asked to make revisions to their re-employment policies that allow apprentices who have completed their work on a project for a contractor and therefore have been laid off to immediately be re-employed with the same contractor if additional OTIA III work is obtained. Additional assessment of the participant may be required to determine if additional training is needed. Job opportunities will be identified through the Bureau of Labor and Industries, Associated General Contractors, unions, Joint Apprenticeship Training Committees, and “iMatchSkills” system.

Workforce Pilot Project

The initial implementation of the plan will occur as a pilot project for the first two years. During the pilot phase, ODOT’s increased apprenticeship requirements and

women and minority utilization aspirational goals will apply only to OTIA III projects statewide and all ODOT construction projects in Multnomah, Clackamas, and Washington counties. Following this two-year period, and pending FHWA approval, ODOT will determine whether to include the new utilization numbers on all ODOT projects.

A workforce program based upon a highly successful pre-training program in Region 1 is proposed in two other regions to jumpstart the local training system capacity. Under a proposed pilot project, Region 5, which covers a rural area, will receive assistance and resources necessary to establish a pre-training program in late 2005. In 2006, Region 2, a rural/urban area, will establish its pre-training program. Please refer to Appendix 9 for a complete description of the proposed workforce demonstration project. Appendix 10 details how the plan meets the Western Regional Summit Goals.

Apprenticeship Program Requirements

The number of on-the-job or apprenticeship training positions required by the Workforce Development Plan shall be the equivalent of 20 percent of the measured and tracked hours per craft measured to the nearest one-half hour. The ratio of apprentices to journey-level workers will be in accordance with the accepted apprenticeship standards for the particular craft. ODOT will incrementally increase apprenticeship targets from 5 percent to 20 percent over 18 months with annual program reviews and adjustments, as necessary.

Whenever a portion of the construction work is subcontracted, the prime contractor may determine how many, if any, of the trainees/apprentices will be trained by the subcontractor. However, the prime contractor retains responsibility for meeting the training requirements of the plan. Prime contractors will also ensure that these provisions apply to each subcontract when training positions are assigned by the prime.

On most projects, prime contractors and subcontractors should be able to fulfill the 5 percent, 10 percent, 15 percent, and 20 percent apprenticeship hours goal to the fullest extent possible without exceeding the apprentice ratios approved by the applicable apprenticeship program. The ratios are based upon the number of workers on the job site in each trade. Exceptions to the apprenticeship training goals may be granted for some occupations, such as iron worker or operating engineer, as these occupations have a high ratio of journey workers to apprentices. Prime and subcontracts also are excluded from this provision if the total value of the contract is less than \$300,000. However, contracts shall not be intentionally subdivided to less than \$300,000 or split into “materials only” and “labor only” subcontracts in order to void the training requirements.

Exceptions must be approved by ODOT in writing before the contractor begins work on the project. ODOT will consider written requests for exceptions related to the training goals at the start of a project.

ODOT will review the apprenticeship training goals annually and make any necessary adjustments.

Training/Apprenticeship Programs

The prime contractor is responsible for ensuring that overall apprenticeship utilization meets the contract specifications. Apprenticeship utilization requirements will not apply to contracts less than \$300,000. If a subcontractor working on a contract worth less than \$300,000 voluntarily chooses to use apprentices, those hours would count toward the overall utilization of the project.

On contracts worth \$300,000 or more, prime contractors and subcontractors are required to meet the apprenticeship utilization specifications. Primes and subs are also required to use apprenticeship programs approved and registered with the Bureau of Labor and Industries (BOLI) to fulfill training requirements for the plan.

The contractor, not registered as a training agent with a JATC, may choose to adopt an existing ODOT training program to satisfy these requirements. Adoption of an existing training program will ensure the trainee who has completed 2,000 hours of training is eligible for entry into an apprenticeship program. Training under this program will be conducted in accordance with a Training Program Form submitted by the contractor and approved by ODOT's Office of Civil Rights OJT staff and the Federal Highway Administration.

Support Services

The majority of current journey workers are guided to their career by an informal network of family members, friends, or through word-of-mouth. The Workforce Development Plan seeks 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.

ODOT and its partners will assist program participants with a full range of support services. Additional information on draft support services is detailed in Appendix 11.

VIII. Program Evaluation

Evaluation of the Workforce Development Plan will focus on two outcomes:

1) increasing apprenticeship and training opportunities and 2) the development of a qualified labor pool. Both outcomes will address two central questions: a) how successful we were in increasing the number of women and minorities in the contracted workforce and b) how successful we were in expanding the use of apprentices.

Apprenticeship and Training System Capacity

Evaluation of the apprenticeship and training system determines whether the plan produced a system with sufficient capacity to supply a skilled, qualified, diverse labor pool. The evaluation measures the success in meeting the needs of businesses, workers, and transportation construction. Information gathered in the evaluation is useful for replicating the processes for other programs.

The Workforce Advisory Committee may ask the following questions in the evaluation of the apprenticeship and training system: Were the plan's goals, objectives, and activities achieved? Did the Regional Workforce Alliances include the necessary partners, services, and funding sources? Did the Memorandum of Understanding and/or Regional Workforce Alliance Plan address all the necessary issues? Was a viable monitoring and reporting system developed? Did businesses and workers perceive value in the initiative? Were the barriers preventing the success of women and minorities addressed? Were participant performance measures achieved? Were enough women and minorities recruited as mentors? Is there diversity among the participants in terms of race, gender, and craft? How will the project be sustained and replicated? Is a procedure in place for review of policy and practices? What are the lessons learned that can be applied in future efforts? Were sufficient resources allocated for this project? Are there any policies or procedures needed to strengthen the opportunities for women and minorities? How many contractors have met the contract specifications, apprenticeship requirements, and diversity goals?

Qualified Labor Pool Development

Evaluation of the qualified labor pool development determines whether the plan achieved its performance and outcome measures by demonstrating that a qualified, skilled, and diverse labor force was produced. The desired outcome is that participants obtained and maintained construction trades jobs.

In evaluating the success of the qualified labor pool development, the Workforce Advisory Committee will measure the percentages of women and minorities in the total workforce recruitment pool; the workforce as referred or trained by high schools, community-based organizations, or community colleges; enrolled candidates in apprenticeship training to apprentices that satisfactorily completed the apprenticeship training; women and minorities enrolled in apprenticeship training who completed the training; candidates who successfully completed the apprenticeship training to candidates that attained industry jobs (journey-level positions); and women and minorities who successfully completed the apprenticeship training to women and minorities who attained industry jobs (journey-level positions).

IX. Next Steps/Timeline

ODOT will take the following six steps immediately: 1) seek approval of the apprenticeship and diversity elements for federal projects from the Federal Highway Administration, 2) set up the Workforce Advisory Committee and Regional Workforce Alliances, 3) work with partners to develop policies and procedures, 4) write contract

specifications, 5) set up new tracking and monitoring systems to track project activities on a monthly basis, and 6) conduct mandatory training of contractors on the tracking system.

The initial implementation of the plan will occur as a pilot project for the first two years. During the pilot project phase, ODOT's new women and minority utilization aspirational goals and new apprenticeship requirements will apply only to OTIA III projects and all ODOT construction projects in Multnomah, Clackamas, and Washington counties. For details on the implementation schedule, please see Appendix 12, Draft Workforce Implementation Schedule.

At the end of the two-year period, ODOT will evaluate the compliance rates for these projects. Pending FHWA approval, ODOT will determine whether to include the new women and minority utilization numbers on all ODOT projects that are federally funded.

The Workforce Development Plan is intended to be a living, working document. Through a collaborative effort with FHWA and partners, ODOT will review the plan on an annual basis and make improvements to the plan.

X. Other Considerations

This section details other considerations ODOT and its partners are working on to aid in the implementation of the Workforce Development Plan.

Funding Sources

ODOT and its partners will implement the Workforce Development Plan by maximizing the use of existing programs and services. Many of the programs and services detailed in this document are already provided by the plan's partners. The Workforce Development Plan seeks to apply these programs and services to the construction industry.

To fund elements of the plan, ODOT will use existing federal funds and apply for new funds. Existing funds are from the Bureau of Labor and Industries, the Department of Community Colleges and Workforce Development, the Federal Highway Administration, Oregon Employment Department, and the U.S. Department of Labor. ODOT will apply for additional funding from federal and state sources.

Apprenticeship Requirements Pilot Project

ODOT will identify a construction project for which apprenticeship requirements are based on the project rather than per craft. This pilot project will help determine if the new apprenticeship requirements can 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 would set the same apprenticeship requirements, but the contractor would have the option of achieving those requirements in a manner that best fits the project. Thus, the contractor would not have to meet the per-craft apprenticeship requirement as long as a range of skilled crafts are utilized in the contractor's plan. ODOT would review compliance based upon all crafts, instead of examining the contractor's apprenticeship efforts on a specific

project for a specific trade (e.g., carpentry), to determine whether the contractor is achieving the apprenticeship requirements.

Equal Employment Opportunity (EEO) Certification Pilot Program

ODOT is exploring the feasibility of implementing an Equal Employment Opportunity (EEO) certification program. The proposed program is expected to be similar to the City of Portland's Equal Employment Opportunity/Affirmative Action program and would apply only to state-funded projects.

Currently, ODOT has no certification program for contractors; certification is not a requirement for obtaining ODOT contracts. Following the successful implementation of the pilot program, the ODOT-administered EEO Certification will be a requirement of working with ODOT.

Under the proposed program, contractors will apply for certification on an annual basis. ODOT will review the contractor's efforts in the previous year to diversify its workforce. The review is on a non-per-craft basis: instead of examining the contractor's diversity efforts on a specific project for a specific trade (e.g., carpentry), the review will evaluate the contractor's companywide diversity efforts. Further, ODOT will recognize a contractor's diversity efforts on all projects, including non-ODOT projects, toward achieving the EEO certification.

Tribal Employment

Whenever possible, local resources—workers, goods, and services—will be used to develop a qualified, diverse, skilled labor pool. Two provisions, which are detailed below, apply to tribal employment.

Indian Preference in Employment on Federal-Aid Highway Projects on or Near Indian Reservations

The purpose of this special provision is to outline the "Tribal Employment Rights Office (TERO) Indian Preference in Employment" requirements and procedures to be followed by The Confederated Tribes of the Umatilla Indian Reservation, ODOT, and all contractors and subcontractors engaged in highway construction work that is under contract with ODOT on federal-aid highway projects located on and near the Umatilla Indian Reservation. The full agreement is included in Appendix 13.

Preferential Employment of Tribal Members

Section 1026 (c) of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA), which remains unchanged in TEA-21 legislation, recognizes and permits the preferential employment of Indians living on or near a reservation for projects and contracts funded with ISTEA monies that take place on or near Indian Reservations. ODOT's policy is to encourage employment of minorities and more specifically, as it relates to Section 1026 (c) of ISTEA, American Indians. ODOT's policy is to cooperate with the nine tribal governments to allow for the preferential employment of American Indians for projects on or near Indian Reservations. Tribal governments may request inclusion of Indian

Employment Preference on any project. ODOT will review each request on a per-project basis.

XI. Appendices

- Appendix 1: New Women and Minority Utilization Aspirational Goals
- Appendix 2: Regional Workforce Alliances by County
- Appendix 3: Region 1 Comprehensive Construction Workforce Development Decision-Making Structure
- Appendix 4: ODOT Workforce Development Plan Service Matrix
- Appendix 5: Regional Women and Minority Utilization Aspirational Goal Changes
- Appendix 6: EEO and Affirmative Action Requirements
- Appendix 7: Draft Recruiters Roles and Responsibilities
- Appendix 8: Draft Skills Assessment Criteria
- Appendix 9: Workforce Demonstration Project
- Appendix 10: Western Regional Summit Goals
- Appendix 11: Draft Support Services
- Appendix 12: Draft Workforce Implementation Schedule
- Appendix 13: Full Agreement – Tribal Employment