

Construction Career Pathways

Reference document for Good Faith Efforts to meet a utilization of target labor hours

Contractors should use this reference document to identify the utilization of target labor hours on a given project based upon year of the contract award.

Utilization Targets

Total work hours performed by women and persons of color are subject to a yearly ramp up schedule to ensure success of meeting the goals and overall growth in workforce. A Utilization Target of labor hours is expressed as a percentage of total labor hours for the workforce on the jobsite which must be no less than the utilization target as outlined below:

1. A minimum of **20% of total work hours** in each apprenticeable trade shall be performed by **state-registered apprentices**.
2. A minimum of **14% of total work hours** shall be performed by **women and women-identified persons** – tracked separately for journey and apprentice-level workers in each trade.

Figure 1: Female Diversity “Ramp Up” Schedule

Fiscal Year Effective	Participation Level for Project Work Hours
2021/2022	7%
2022/2023	8%
2023/2024	9%
2024/2025	10%
2025/2026	12%
2026/2027	14%

3. A minimum of **25% total work hours** shall be performed by **persons of color** – tracked separately for journey and apprentice level workers in each trade.

Figure 2: Persons of Color Diversity “Ramp Up” Schedule

Fiscal Year Effective	Participation Level for Project Work Hours
2021/2022	20%
2022/2023	21%
2023/2024	22%
2024/2025	23%
2025/2026	24%
2026/2027	25%

Good Faith Efforts: Steps that may be included in Construction Career Pathways Plan

A Contractor's Construction Career Pathways Plan should include three narratives. Examples of Good Faith Efforts are included below. Bulleted lists are acceptable as a narrative.

1. A description of efforts proposed to be taken by the Contractor and covered subcontractors to enhance the diversity of the workforce on the entire project and what strategies will be used to maximize apprenticeship opportunities for workers identifying as women and/ or persons of color on the jobsite, including, without limitation: directly requesting apprentices identifying as women and/ or people of color from union or open shop apprenticeship programs in order to satisfy the Utilization Targets. Contractor and covered subcontractors must not use workers previously employed at the journey-level or those who have successfully completed a training course leading to journey-level status to satisfy apprentice utilization targets.
2. A description of workforce retention strategies proposed by the Contractor and covered subcontractors and how Contractor and covered subcontractors will invest in on-the-job training within the Contractor and covered subcontractors' organizations to help ensure training completion and success in the industry as a Registered Apprentice by workers who identify as women and/ or persons of color. Strategies may include mentoring and coaching.
3. A description of strategies proposed to be used by Contractor and covered subcontractors to engage community and industry partners to enhance the participation of apprentice workers who identify as women and/or persons of color on the jobsite, including without limitation: Contractor and covered subcontractors will actively recruit apprentice applicants from said organizations and seek to enroll them into an apprenticeship program(s), when the apprenticeship program(s) is unable to supply an apprentice, if the apprentice program is accepting applications or allows direct entry from said organizations.

Good faith recruitment efforts are intensive, active, sincere, and result-oriented actions taken, and best practices used, by contractors designed to accomplish Construction Career Pathways objectives. Contractors may utilize strategies listed below to submit their Construction Career Pathways Plan, but are not limited to the following:

A. Recruitment Efforts

1. Working aggressively with the Contractor's Joint Apprenticeship and Training Committee (JATC) to recruit minorities, women and disadvantaged individuals and documenting these efforts;
2. Requesting ideas from the JATC on how to increase employment of underutilized groups, and assist the JATC in conducting a recruitment workshop with potential minority, women and disadvantaged employees;

3. Supporting the JATC by providing all apprentices referred with a fair chance to perform successfully, allowing for possible lack of previous experience, and taking responsibility for providing on- the-job training, understanding and acknowledging that not all apprentices will be expected to have previous experience;
4. Participation in job fairs, school-to-work, and community events to recruit minorities, women, and disadvantaged individuals into the construction trades;
5. Allowing scheduled job site visits by participants in community programs, as safety allows, to increase awareness of job and training opportunities in the construction trades.
6. Retaining job applications of minorities, women and disadvantaged individuals recruited but not selected for a job, in the event a relevant job becomes open.

B. Retention Efforts

1. Affirmatively promoting, fostering and maintaining a harassment-free work place;
2. Ensuring that employees are knowledgeable about company policies supporting and encouraging reporting of workplace harassment;
3. Making best reasonable efforts to keep apprentices working and train them in all work processes described in the apprenticeship standards;
4. Reviewing and disseminating, at least annually, the obligations under Construction Career Pathways Plan as well as the Contractor's EEO policy, with all employees having any responsibility for hiring, assignment, layoff, termination or other employment decisions;
5. Reviewing, at least annually, of all supervisors' adherence to and performance under the Contractor's EEO policies and affirmative action obligations;
6. Taking steps to reduce any negative isolation of, or hostile attitudes or behavior toward, minorities and women (e.g., have several minorities and women at the job site; provide access to support group system);
7. Providing adequate toilet facilities for women on the job site.
8. Matching minority, female, or disadvantaged apprentices who may need support to complete their apprenticeship programs with a journey-level mentor.