

Construction Career Pathways Plan

Descriptions & Examples of Good Faith Effort Narratives

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

1. **Recruitment** - A description of the recruitment efforts proposed by the Contractor and covered subcontractors to enhance workforce diversity across the entire project, including strategies to maximize apprenticeship opportunities for women and people of color on the jobsite. This includes, but is not limited to, directly requesting apprentices who identify as women or people of color from union or open-shop apprenticeship programs to satisfy the Utilization Targets. The narrative should also include the Contractor's primary points of contact at the respective JATCs and the most recent date of communication. Contractors and covered subcontractors must not use workers previously employed at the journey-level or those who have completed a training course leading to journey-level status to fulfill apprentice utilization targets.
2. **Retention** - A description of workforce retention strategies proposed by the Contractor and covered subcontractors, detailing how they will invest in on-the-job training to ensure the successful completion and advancement of women and people of color in the industry as Registered Apprentices. Strategies may include mentoring, coaching, respectful workplace training, and/or toolbox talks on psychological safety and anti-harassment. If applicable, include the primary points of contact at respective workplace training programs and the most recent date of communication.
3. **Community Engagement** - A description of strategies proposed by the Contractor and covered subcontractors to engage community and industry partners to increase jobsite participation of apprentices who are women and people of color. This includes, but is not limited to, actively recruiting apprentice applicants from community organizations and seeking to enroll them in apprenticeship programs. If apprenticeship program(s) are unable to supply apprentices, or if they provide direct entry opportunities from these organizations, the Contractor will prioritize accepting their applications. Include primary points of contact at each respective community organization and the most recent date of communication.

Good faith recruitment efforts are intensive, active, sincere, and result-oriented actions taken 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 apprentices who are women and people of color, and documenting these efforts (include primary point of contact(s) & most recent date of communication);
2. Requesting ideas from the JATC on how to increase diverse employment, and assist the JATC in conducting a recruitment workshop with potential employees who are women and people of color (include primary point(s) of contact & most recent date of communication);

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 recruitment events to increase the number of women, people of color, and under-resourced individuals into the construction trades (include event name(s), date(s), and point(s) of contact);
5. Retaining job applications of women, people of color, and under-resourced 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. Sharing company anti-harassment policies with all employees;
3. Publicly posting flyers outlining how to report workplace harassment (include the number of flyers and proposed placement locations);
4. Conducting bi-weekly toolbox talks on psychological safety and anti-harassment;
5. Providing anti-harassment or respectful workplace trainings to all employees (include date(s) and frequency of proposed plan);
6. Making reasonable efforts to keep apprentices working and train them in all work processes described in the apprenticeship standards;
7. Providing access to support groups for women and people of color to reduce negative isolation of, or hostile behavior toward, diverse workers;
8. Providing adequate toilet facilities for women on the job site;
9. Matching diverse apprentices who may need support to complete their apprenticeship programs with a journey-level mentor

C. Community Engagement Efforts

1. Partnering with community-based organizations to connect diverse apprentices to supportive services (include primary points of contact at each organization & most recent date of communication);
2. Partnering with pre-apprentice training programs to recruit diverse graduates into registered apprenticeship programs (include primary points of contact at each program & most recent date of communication);
3. Partnering with pre-apprenticeship training programs, schools, and/or community organizations to schedule job site visits by participants to increase awareness of job and training opportunities in the construction trades (include date of proposed site visit, primary points of contact at each organization & most recent date of communication);
4. Partnering and participating in job fairs, school-to-work, and community outreach events (include event dates, primary points of contact at each organization & most recent date of communication)

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** – 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%

