

# Construction Workforce Diversity Alliance of South Central Wisconsin



*"Diversity is Just  
Good Business"*



# Mission

Work together to increase and improve access, recruitment, training and retention of women and minorities in construction trade careers through state-approved apprenticeship programs in South Central Wisconsin.

# Alliance Members

- The members are from:
  - Public and private sectors
  - Signatory apprenticeship employers
  - Labor organizations
  - State, municipal and federal government
  - Educational institutions
  - Community-based organizations
  - Employment and training service agencies

# Alliance Organizational Design

Industry Employers / Labor Organizations



# Alliance Members

## Industry & Labor

- Building & Construction Trades Council of South Central Wisconsin
- Construction Labor Management Council
- Signatory Employers
- WI Transportation Builders Association
- South Central Federation of Labor
- Construction Trades Apprenticeship Coordinators
- Associated Builders and Contractors
- Futuring Group, LLC
- Workforce Development Board of South Central WI

# Alliance Members

## Government

- City of Madison
- WI Dept. of Administration
- WI Dept. of Workforce Development
- WI Dept. of Transportation
- U.S. Dept. of Labor, Office of Federal Contract Compliance
- U.S. Occupational Safety & Health Administration

# Alliance Members

## Education

- Madison Metropolitan School District
- Wisconsin Technical College System
- Madison College, Apprenticeship Training Center
- University of Wisconsin Extension School for Workers

# Alliance Members

## "Pre-apprenticeship" Preparation Programs

- START/Construction Training Inc. – Skilled Trades Apprenticeship Readiness Training Program
- TrANS/Construct-U Program, YWCA of Madison
- Tools for Tomorrow: Women in Trades & Technology Program, Madison College
- Operation Fresh Start

## Sample Community-Based Organizations & Other Partners

- Job Center Network Agencies of South Central WI
- Job Service & Veterans Services
- Black Labor Action Coalition
- Centro Hispano
- Madison Urban Ministry
- Job Corps
- Urban League of Greater Madison
- BIG STEP/WRTP
- Commonwealth Development Corporation
- And others

# Construction Trades

- Boilermakers
- Bricklayers & Allied Craftworkers
- Carpenters
- Construction Laborers
- Electricians
- Elevator Constructors
- Glaziers & Glassworkers
- Heat & Frost Insulators
- Iron Workers
- Operating Engineers
- Plasterers & Cement Finishers
- Painters
- Plumbers
- Roofers
- Sheet Metal
- Sprinklerfitters
- Steamfitters
- Teamsters
- Tilesetters

# Current Demographics

*Data as of November 2011*

- 5,246 Construction Trade Apprentices in Wisconsin
- 2.1 % or 109 were females
- 8.8% or 463 were minorities

# Goals of the Alliance

1. Expand community awareness of career opportunities in the construction trades
2. Increase the percentage of women and minorities that successfully complete the construction trades apprenticeship application process
3. Increase the percentage of women and minorities obtaining construction apprenticeships
4. Increase the percentage of women and minorities who complete an apprenticeship
5. Support economic development initiatives that support and expand the construction industry in South Central Wisconsin

# Committee Structure

Two Committees provide the structure through which progress toward the goals of the Alliance is achieved:

- Coordination Committee
- Outreach and Recruitment Committee

# Major Accomplishments

## Structures and Processes

- Created a coordinated, structured and committed Alliance of previously unaligned forces to promote diversity in the construction trades
- Developed a Partnering Agreement for members
- Developed a Mission Statement, Goals and Activities for the Alliance
- Established Committees that meet regularly to define objectives and implement activities

# Accomplishments: Supply Side

## Preparation and Retention Programming

- Assisted in initial development & funding of two newly-established Apprenticeship Preparation Programs targeting service to minority and female construction apprenticeship applicants:
  - START (Skilled Trades Apprenticeship Readiness Training) Program/CTI (Construction Training Inc.), sponsored by the Building Trades Council, City of Madison, Centro Hispano and targeted neighborhood coalitions
  - TPST (Training Partnership for the Skilled Trades Program), sponsored by the YWCA of Madison, United Way of Dane County and the Workforce Development Board of South Central WI, now incorporated within the TrANS/Construct-U Program

# Accomplishments: Supply Side (continued)

## Preparation and Retention Programming

- Expanded and coordinated access to Tools for Tomorrow retention services for women in the trades to female graduates of the START and TrANS/Construct-U programs, including the Madison Area Tradeswomen Network, the Annual Social for Women in Construction and mentoring
- Actively promoted expansion of orientation, mentoring and other retention services for all apprentices
- Advocated for initiatives and programs that promote employment and training
- Established Construction Training Inc. (CTI) as a 501 C3 entity that includes the START program and the CWDA
- Helped develop a Construction English Language Learning (ELL) Course for training Latino construction laborers

# Accomplishments: Supply Side (continued)

## Outreach and Recruitment

- Developed and offered Construction Apprenticeship Overview Sessions on a regular basis at local job center
- Developed and produced Apprenticeship Outreach folders and a website containing “universal” marketing and apprenticeship information materials & brochures
- Developed an extensive distribution network through which information goes out to the community at large

# Accomplishments: Supply Side (continued)

## Outreach and Recruitment (continued)

- Promoted a Uniform Tracking Process of Applicants and Apprentices to evaluate year-to-year progress
- Expanded pool of tradesperson speakers engaged in community events promoting construction careers

# Accomplishments: Demand Side

## Economic Development

- Engaged Public Sector Owners in discussion of intent and purpose of the CWDA Alliance
- Developed Elements for Pre-Bid Language for the Workforce with the following points accepted as givens:
  - Hiring a diverse workforce is good for the construction industry
  - Focus is on workforce participation goals
  - Improving retention is critically important
  - Goals must be achievable over time

# Accomplishments:

## Demand Side (continued)

### Economic Development

- Helped develop the Best Value Contracting (BVC) model – an alternative to low-bid contracting with awards made on the basis of cost and delivery of quality construction work on time
- Monitored and planned for major transportation projects and other projects in the region
- Reviewed State of WI Code DWD 296 and Federal 29CFR30 related to Affirmative Action changes within the apprenticeship system

# Accomplishments: Demand Side (continued)

## Points of Agreement

- Goals apply to general contractors and subcontractors
- Maintain separate goals for journeymen and apprentices
- Contracts should specify % of work hours for apprentices
- Contracts should include both enforceable goals and aspirational goals

# Accomplishments: Demand Side (continued)

## Points of Agreement

- Use current population data for minority participation goals
- Reflect incremental progress for female participation goals

# Accomplishments: Demand Side (continued)

## Points of Agreement regarding Contractors:

- Obtaining initial bid as a strong incentive
- Have designated monitor with supporting role
- Contractors identify role models/mentors
- Contractors need to know women and minority applicants can be requested from apprenticeship training programs, including a ranked list trade if supported by contract language

# Accomplishments: Demand Side (continued)

## Points of Agreement regarding Apprenticeship:

- Encourage direct links between preparation programs and apprenticeship
- Measure and track retention, including women and minorities
- Tie to Executive Order 108 enforcement (prior to its suspension)

# Accomplishments: Demand Side (continued)

## Points of Agreement regarding Enforcement:

- Both penalties and incentives are needed
- Monitoring and enforcement of workforce goals have not been a priority and have not been adequately funded
- Apply a \$100,000 threshold to projects

# Construction Workforce Diversity Alliance

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