

DRAFTING THE BLUEPRINT

*A PLANNING GUIDE TO
ACHIEVING WORKFORCE DIVERSITY AND EQUITY
IN CONSTRUCTION*

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Tools For Tomorrow of Madison, Wisconsin

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Words alone cannot convey the thanks due to the many advocate-friends on whose hard and tested work this guide was built. Thank you for allowing such freedom in the sifting and mixing of the mortar of your experiences, your methods, your materials, in the hope of constructing a best practices model, a culmination of your labors. Your continuing efforts are an invaluable contribution to the cause for equity for women in the skilled trades and other nontraditional occupations around the country. Your lessons are lessons for everyone.

Kathy Augustine and Michelle Simko, Hard Hatted Women of Cleveland
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Krista Kar-Harmon, Women's Resource Center of Grand Rapids
Nancy Hoffman, State of Wisconsin AFL-CIO
Mary Knight, Tools For Tomorrow of Madison

In addition, I relied on two groundbreaking and informative works produced by Chicago Women in Trades, in conjunction with Laurie Wessman LeBreton and Sara Segal Loevy. Breaking New Ground: WORKSITE 2000 (CWIT, LeBreton, Loevy) and Building Equal Opportunity (Sugerman, LeBreton, Loevy, CWIT) provide the philosophical basis and background research necessary to support any project aimed at improving the equitable treatment and numbers of women working in the skilled trades. Thank you also to Wider Opportunities for Women (WOW) of Washington D.C. for the NET Process for Change, an inspiration on structure.

I would also like to acknowledge the many construction employers, project owners, project developers, union representatives, and government officials around the country who have proactively, willingly joined in the partnership to increase the participation of women and people of color in the construction trades. Your vision of the future of the workforce is like the first spike driven at groundbreaking to secure the cornerstone.

And finally, but most importantly, I would like to thank every woman in the country who rises every morning, puts on her workboots, and puts in a good day's work on a construction site -- proudly, resiliently, with satisfaction and promise.

Women's participation in the high wage, high skill jobs of the skilled construction trades remains at approximately two percent of the total construction workforce, a plateau that was reached in the early 1980's. Despite an unprecedented influx of women into the workforce, despite the industry's flagging ability to attract its traditional labor pool, and despite the efforts of grassroots organizations and government, women continue to secure only a toehold in the male dominated, lucrative careers of the construction trades.

Because of the lack of increase in the number of women entering the field, many in industry and elsewhere have concluded that women aren't suited to or interested in or tough enough for construction work.

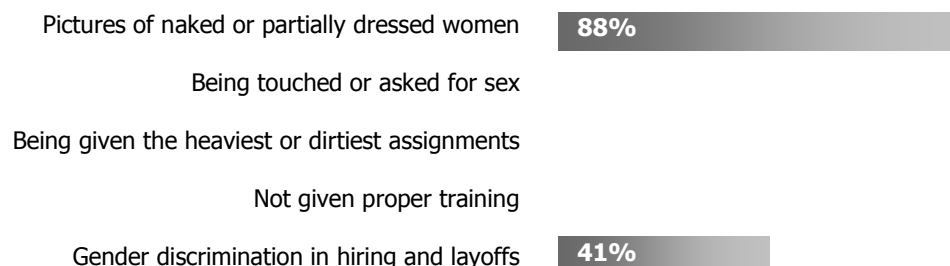
Tradeswomen's stories, however – the women who do the daily grind, the ones who made it – do not bear out this picture. These women report that, as individual workers, they can only do so much to prevent discrimination and harassment and advance equal employment opportunity on the job. They cite the nagging isolation and the lack of institutional support as factors for the scarcity of new female entrants, and for the lack of those that stay.

*FROM PINK COLLAR TO BLUE COLLAR:
WOMEN IN THE WORKFORCE*

In 1998 women made up only 2.0% of the well-paid construction workforce, even though 46.3% of the total U.S. labor force is female. According to the U.S. Department of Labor, 80% of women are instead segregated into just 20 of 440 occupations, most of them low-paid "pink collar" jobs such as secretary, factory assembly worker, or waitress. Often these jobs do not pay family supporting wages, nor provide good benefits or career advancement opportunities.

Moreover, those women who manage to enter the construction industry encounter widespread discrimination within it. As documented in Breaking New Ground: WORKSITE 2000, tradeswomen report difficult working conditions, including sexual harassment, unequal training, and isolation from other women. They also report discrimination in hiring and layoffs, discrimination that affects them economically. Studies in Chicago and Maine for Building Equal Opportunity demonstrated that tradeswomen earn only 61% of the wages earned by tradesmen on the same sites.

IN WORKSITE 2000, TRADESWOMEN REPORTED EXPERIENCING THE FOLLOWING ON THEIR JOBS:



Over the past twenty years, the individual efforts of tradeswomen and minority tradesmen have made only small in-roads into the construction industry. Given the changing demographics of the workforce, there is a legal and economic imperative to make *institutional* changes that welcome and support diversity in construction in order for the industry as a whole to thrive.

Since 1992, private and public sector partnerships have been underway which demonstrate that a focused *institutional* effort can significantly improve the numbers of women working under equitable conditions in construction. Site specific services in Ohio, Illinois, Minnesota, Maine, and

Wisconsin have attained and sustained levels of female construction workforce participation at 5% to 13%, greatly exceeding the national average of 2.0%.

GREAT LAKES TRADESWOMEN ALLIANCE

Six tradeswomen's advocacy organizations in five states in the Midwest came together in 1994 to form a technical assistance and peer mentoring network called the Great Lakes Tradeswomen Alliance. All share a vision of a construction workforce where tradeswomen's numbers and the conditions they face are greatly improved. All have a history of providing support, training, and advocacy for women in the construction trades and other fields dominated by men. And all are dedicated to sharing their best practices for achieving systemic change in support of a woman's unencumbered choice of careers and woman's access to living wages, free from discrimination, harassment, and stereotype.

Chicago Women in Trades, Chicago, Illinois
Hard Hatted Women, Cleveland, Ohio
Minnesota Women in the Trades, Minneapolis, MN
YWCA of Greater Milwaukee-NET, Milwaukee, WI
Women's Resource Center, Grand Rapids, MI
Tools For Tomorrow, Madison, Wisconsin

"It's a cause and effect relationship. I can say that no other project has reached the level of tradeswomen's workforce participation we've reached here... we're over 8.0%! Other big projects have achieved maybe 5-6%. I don't think the numbers are an accident. The On-Site Advisory Committee has made a change on the site. The figures have changed. It's not just the numbers, it's not just a building being built, it is the spirit, a good atmosphere for everyone. It's a climate change kind of thing that has been achieved."

*Paul Mohrbacher
Director of Community Relations
Science Museum of Minnesota*

A coordinated institutional approach benefits all the parties involved in a construction project. Contractors gain a larger, qualified labor pool. Organized labor enhances its membership and reputation. Owners have their projects completed on time, at cost, and with the best possible public recognition. Workers from the broader community have access to high wage, high skill employment. Government agencies fulfill the promise of law. And advocacy organizations provide better services for their tradesperson members.

These progressive, institution-based models are the basis for the *DRAFTING THE BLUEPRINT* guide.

TABLE OF CONTENTS

INTRODUCTION		8-10
Purpose of the Guide		8
Why Focus on Large Construction Sites		9
<i>Definition of a Construction Megasite</i>		9
Resources in the Guide		10
 PLANNING PROCESS OVERVIEW AND STEPS		 11-37
<i>Meeting Sequence & Time Commitment Required</i>		11
 Step 1: Build the Task Force		 13
Understanding Structure and Roles		13
<i>Role of the Diversity Oversight Task Force Handout</i>		15
<i>Role of the Resource Team Handout</i>		16
<i>Role of the Implementation Work Group Handout</i>		17
Identify the Resource Team		18
<i>Potential Members List For the Resource Team</i>		18
Identify the Task Force		19
<i>Recommended Members List for the Task Force</i>		19
<i>Identifying the Task Force Form</i>		20
Orient the Task Force		21
<i>Project Orientation Topics List</i>		21
Train the Task Force		22
<i>Training Topics List</i>		22
<i>AA / EEO Laws Summary for Women Handout</i>		23
<i>Role of the BAT/BAS and OFCCP</i>		23
Define the Mission		24
<i>Sample Mission Statements</i>		24
 Step 2: Evaluate the Site and Institutions		 25
<i>Site Evaluation Form</i>		26-30
 Step 3: Set the Goals		 31
<i>Sample of Goals Handout</i>		32
 Step 4: Select the Strategies and Activities		 33
<i>Sample of Strategies and Activities Handout</i>		34-35
 Step 5: Implement the Services Plan		 36
Select the Implementation Work Group		36
<i>Potential Members List for the Implementation Group</i>		36
Oversee Progress and Evaluate Outcomes		37
<i>Progress Report Template Suggestions</i>		37
 CLOSING		 38
<i>Achievement on Selected Construction Sites</i>		38
RESOURCE ORGANIZATIONS		39

INTRODUCTION

PURPOSE OF THE DRAFTING THE BLUEPRINT GUIDE

Experience has shown that attainment of significant increases in the workforce participation and the equitable treatment of women and minorities in construction is possible only through a coordinated and planned approach to a construction project. *DRAFTING THE BLUEPRINT* is a guide for industry, government, and community based organizations on how to conduct a planning process that creates institutional support for women and minority skilled trades workers on large construction sites. It is a "best practices" model derived from lessons learned through the activities of many private and public organizations around the country. The guide was developed with a broad audience in mind, one whose experience with projects of this sort could vary from novice to expert.

Addressing the question of "how to begin?", *DRAFTING THE BLUEPRINT* suggests a step-by-step process that leads to the development of a blueprint for workforce equity services. When implemented, the services blueprint helps

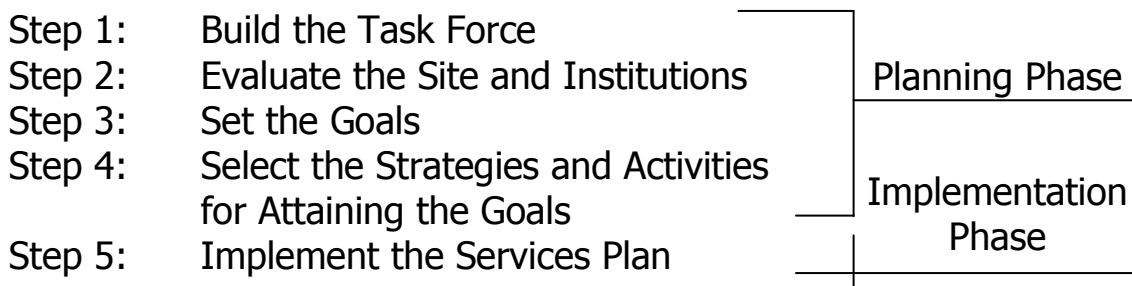
- expand the numbers and hours of women and minorities in the skilled trades working on the construction site
- guarantee a workplace free from discrimination and harassment
- and increase fair treatment in hiring, training, and work assignments.

"As to systems, there is now a consideration on the front end and in the legislative imperative that we'll have women in apprenticeships, and on construction sites. Projects like Gateway on which Hard Hatted Women worked have changed the mindset of people on construction sites...changed the procedures and mindsets so that women are included on the front end.

As a person in a position of authority, the one thing I could do to most impact women in construction is to continue to push the philosophy that women need to have equal resources because they certainly have at least half, if not more, of the responsibilities."

*Councilman Bill Patmon
Ret. Chair,
Affirmative Action Committee
Cleveland City Council*

STEPS OF PLANNING PROCESS FOR ACHIEVING WORKFORCE EQUITY



WHY FOCUS ON LARGE CONSTRUCTION SITES?

The development of a workforce equity services blueprint is particularly essential for large construction projects that have a significant economic impact in a community. These are often referred to as construction "megsites". An economy of scale exists on a large construction site

DEFINITION OF A CONSTRUCTION MEGASITE

The term "construction megasite" is utilized by the Office of Federal Contract Compliance Programs (OFCCP), U.S. Department of Labor, and other government and community agencies to refer to construction projects over \$100 million or which have a significant economic impact relative to community size.

Declaration of a "megasite" by the OFCCP obligates contractors to undertake proactive steps to ensure equal employment opportunity and attainment of affirmative action goals set under Executive Order 11246 or other state or local ordinances.

where the limited resources of community, government, and industry are utilized where they will have the most impact. Modification of systems to support workforce equity is accomplished for many entities all at once, rather than small site by small site, contractor by contractor, union by union. Given the low percentage of women historically working in construction jobs, a single large site can exponentially increase the number of tradeswomen employed in the industry. In addition, many of the key stakeholders are present in one place, allowing for the building of relationships that will endure beyond the site. Because of these factors, a workforce equity project on a construction megasite provides a unique opportunity for both greater community input and greater community impact.

"The thing we did best and continue to do is to emphasize collaboration. You've seen our logo...it's the triangle with industry and labor at the top and government and community organizations at the bottom. So for three years now the project has been in place and there have been 91 hires...these women and minorities would not be in the stream if not for the program. What makes it work, even though we (WisDOT) facilitated the roll out, is that it was industry driven. You have to have the demand side out there and it was."

*Jim Zegers
Chief of Policy and Program Development
Office of Disadvantaged Business Enterprise Programs
Wisconsin Department of Transportation*

RESOURCES IN THE GUIDE

As a process guide, *DRAFTING THE BLUEPRINT* should be read sequentially. Resources relevant to each step of the process are placed within or near the narrative for that step, often as a clarifying illustration. These resources include numerous samples, forms, handouts, and information pieces that could be adopted outright, or easily modified for the needs of a particular workforce equity project.

Many more materials have been developed over the years that are too numerous to include here. These include research studies on the conditions women face in the trades, pre-apprenticeship training curriculum for women, sample harassment policies, women in the workforce fact sheets, recruitment posters and videos, etc. These are available for a nominal fee or free of charge through the resource organizations listed at the end of the guide.

"We've used Chicago Women in Trades as a resource in many ways. They've provided or helped us develop tools for monitoring, reporting, whole strategies. They provided training to CPS staff, including things like the history and purpose of Affirmative Action and Equal Employment Opportunity. It's extremely important to know why we are doing this because the staff site monitors get challenged in the field – they need to know how to respond."

*Rosalinda Castillo
Director of Affirmative Action
Chicago Public Schools*

RESOURCE ICONS USED IN THE GUIDE



Indicates a handout available in the guide for direct use and distribution at meetings

Indicates a form to be completed as part of the *DRAFTING THE BLUEPRINT* process.

Indicates the existence of additional, related resources to the topic under discussion that are not included in the guide, but which are available through the Resource Organizations listed at the end of the guide.

DRAFTING THE BLUEPRINT FOR ACHIEVING WORKFORCE DIVERSITY & EQUITY IN CONSTRUCTION:

THE PLANNING PROCESS

Long before groundbreaking and the first workers or machinery arrive on a construction site, a lengthy planning and design process has been underway. The key stakeholders have been working to define the design elements, scope, materials, costs, and construction timelines of the building. This planning phase for the construction site ends when the blueprints and building specifications are complete; for from these, the project is built.

TIME COMMITMENT NECESSARY FOR DRAFTING THE BLUEPRINT

Although experiences may vary, it is estimated that the planning process of *DRAFTING THE BLUEPRINT* requires six meetings over a three-month period. However, key stakeholders and others initiating the workforce equity project will spend significant additional time performing the up-front and background work necessary to support the project.

SAMPLE MEETING SEQUENCE

MEETING 1: PROJECT ORIENTATION

MEETING 2: TRAINING FOR TASK FORCE

MEETING 3: DEFINING THE MISSION

*MEETING 4: CONDUCT EVALUATION
OF THE SITE*

*MEETING 5: SET THE GOALS &
SELECT THE ACTIVITIES*

*MEETING 6: SELECT THE IMPLEMENTATION
WORK GROUP*

As a "Best Practices" model, *DRAFTING THE BLUEPRINT* promotes a process for achieving workforce equity similar to the process for constructing a building. In the first phase, prior to groundbreaking, key stakeholders create a blueprint plan for equity. During the second phase, once construction is underway on the site, workforce equity services are delivered according to the specifications laid out in the plan. Just as the existence of a building blueprint guarantees a certain consistency and quality of outcome, the formation of an equity blueprint also ensures improvement in the numbers working and fair conditions faced by women and minority workers on the site.

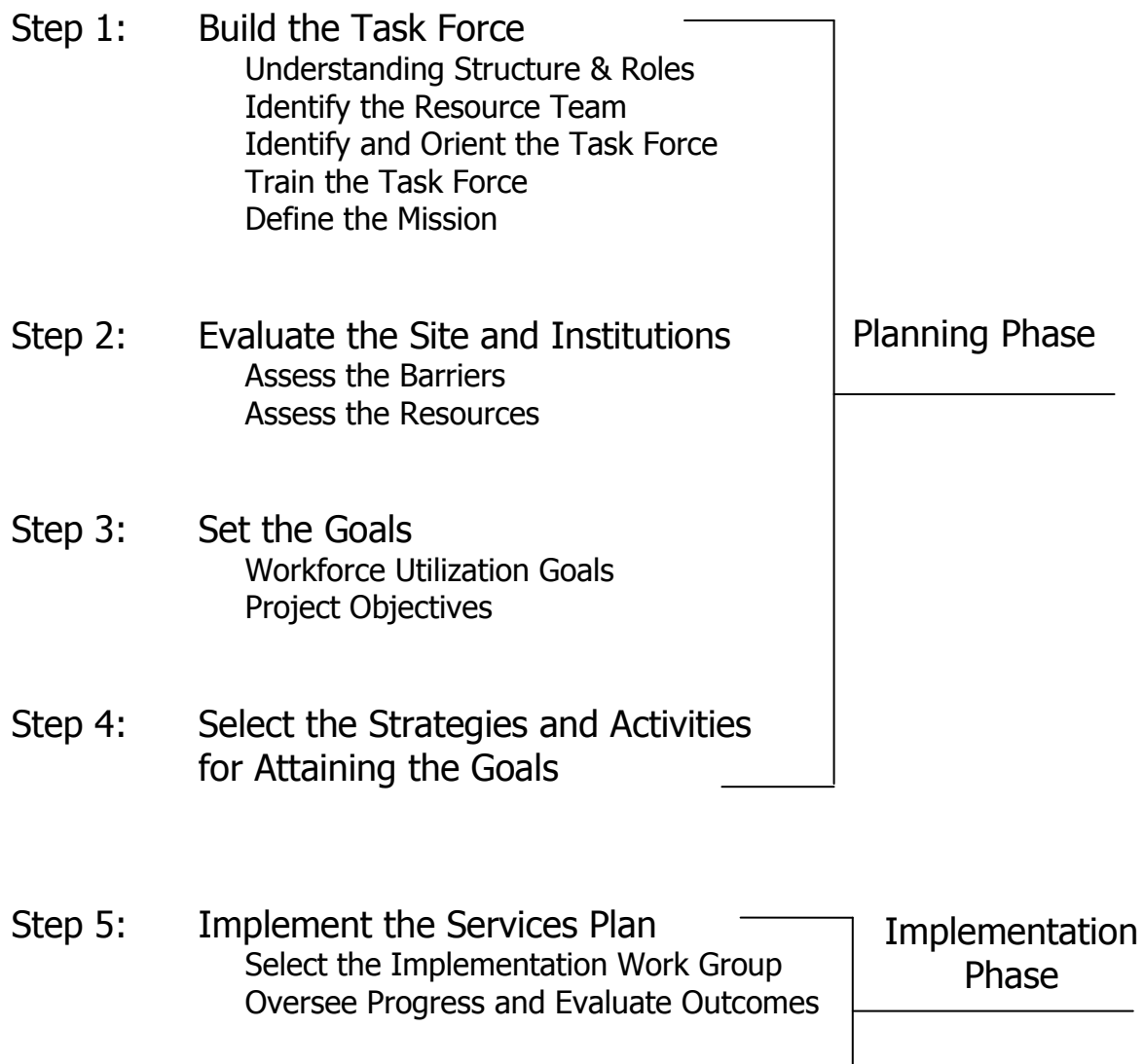
The two phases – planning and implementation -- are further broken down into five steps addressed by three distinct teams. These steps give a formal structure to the methods and techniques proven useful by various tradeswomen's organizations, government agencies, and industry partners around the country. The steps are derived from a patchwork of many lessons learned and have been reconfigured to form a clear path to follow for achieving workforce diversity and equity on the construction site.

Within the planning phase, there are four steps undertaken to draft the equity blueprint.

These steps are comprehensively explained, as they are the main purpose for the development of the *DRAFTING THE BLUEPRINT* guide. The implementation phase is briefly outlined in the last and fifth step, to demonstrate how planning and implementation are tied together and how continuity for the entire project is accomplished.



DRAFTING THE BLUEPRINT
STEPS OF THE PROCESS OVERVIEW



STEP 1: BUILD THE TASK FORCE

Understanding Structure & Roles

Identify the Resource Team

Identify and Orient Task Force Members

Train the Task Force

Define the Mission

Three distinct teams plan and implement the workforce equity project.

Understanding Structure & Roles

The *DRAFTING THE BLUEPRINT* model suggests the use of a formalized structure of three distinct teams to plan and implement a construction workforce equity project. The first team – the Task Force -- is like the general contractor with total oversight responsibilities. The other two teams are like specialty trade subcontractors. Each team has its own clearly defined purpose, area of expertise, and limited time commitment to the project. Yet each team's contribution is integral to the success of the finished product. Utilizing a team structure enhances focus and efficiency and reduces duplication of effort. All teams share the responsibilities and rewards of the project, strengthening satisfaction and accountability for project outcomes. In addition, connections are built across sectors that may not have had relationships in the past.

For ease of reference and public relations, it is useful to select a name for each team that conveys its primary purpose, as shown in the examples below.

RECOMMENDED TEAM STRUCTURE

TEAM 1: DIVERSITY OVERSIGHT TASK FORCE

ARCHITECTS OF THE BLUEPRINT

TEAM 2: RESOURCE TEAM

SUPPLIERS OF TOOLS AND MATERIALS TO THE TASK FORCE

TEAM 3: IMPLEMENTATION WORK GROUP

BUILDERS FROM THE BLUEPRINT

Established at start of the Planning Phase of the workforce equity project, well in advance of construction, if possible.

Selected at the end of the Planning Phase to implement the workforce equity project plan.

Team membership is not mutually exclusive. Certain individuals may participate on more than one team when their area of expertise carries over to the functional domain of another team.

ROLE OF TEAMS OVERVIEW

The most central team is a volunteer Task Force comprised of management level key stakeholders of the construction project. Task Force members come from industry, government, labor, and the community, representing broad, yet often singular or disparate, interests. Bringing diverse viewpoints to the table, the Task Force sets up the workforce equity project by negotiating through the development of a blueprint plan for services that is amenable to a large cross section of the

DIVERSITY OVERSIGHT TASK FORCE
ARCHITECTS OF THE BLUE PRINT

community. ***This team presents a unified, authoritative, and visionary voice in the blueprint plan in support of improving the participation and treatment of women and minority workers on the construction worksite.***

The Task Force participates in approximately six meetings to accomplish the planning for the project blueprint. Once planning is complete and construction begins, the volunteer Task Force convenes on a regular basis -- bi-monthly or so-- to provide continuing oversight.

A secondary team is a resource and facilitation team identified and hired at the beginning of the project by key stakeholders. The purpose of this team is to assist the volunteer Task Force in reaching its objectives while setting up the workforce equity project. ***Specifically, this second team provides technical assistance to the Task Force in the forms of training, meeting facilitation, and resource materials – all designed to increase the information base of the volunteer Task Force and guide it through the process.***

RESOURCE TEAM
SUPPLIERS OF TOOLS AND MATERIALS

The Resource Team is often comprised of advocacy organizations from the community that are experts on workforce diversity and equity issues. Often these community-based organizations are also closely tied to the community labor forces for which a workforce equity project is undertaken. Members may also include government representatives with jurisdiction over the project.

The Resource Team is very active during the planning stage of the project. In addition to facilitating the meetings of the Task Force, the Resource Team works behind the scenes to prepare handouts, gather information, and develop training materials for use by the Task Force. Whether the Resource Team continues its supportive, technical assistance role beyond the planning phase is determined by the unique set of circumstances of each workforce equity project.

The third team is an implementation team hired at the end of the planning phase. ***This team is responsible for carrying out the activities of the workforce equity plan developed by the Task Force once construction is underway.*** The Implementation Work Group also

IMPLEMENTATION WORK GROUP
BUILDERS FROM THE BLUE PRINT

provides progress reports to the Task Force on a regular basis during construction of the building. Implementation Work Group services are funded by construction dollars and obtained through a competitive selection process. It is important to note that the

Implementation Work Group will have a substantial workload that may be carried out over several years, dependent on the construction schedule of the building.



ROLE OF THE DIVERSITY OVERSIGHT TASK FORCE

ARCHITECTS OF THE BLUEPRINT

The Diversity Oversight Task Force is a management level planning and advisory team with representation from industry, government, labor, and the community. The Task Force provides the vision and authority necessary to improve the workforce participation and equitable treatment of women and minority skilled trades workers on the construction site. The Task Force is the architect of the blueprint for achieving diversity and equity on the site.

RESPONSIBILITIES OF THE DIVERSITY OVERSIGHT TASK FORCE INCLUDE:

INCREASE KNOWLEDGE BASE OF DIVERSITY AND EQUITY ISSUES

- Review information on issues affecting the equitable treatment and workforce participation of women and minorities on the construction site
- Receive planning assistance and training services from the Resource Team

CONDUCT THE PLANNING PHASE OF THE PROJECT PRIOR TO CONSTRUCTION GROUNDBREAKING

- Evaluate the site and institutions for barriers impeding access to equal employment opportunity
- Create the mission statement
- Select the goals for the workforce equity project
- Develop the project strategies and activities to accomplish the project goals

PROVIDE PROJECT OVERSIGHT DURING CONSTRUCTION

- Authorize policy and procedural changes to support workforce equity services on the site
- Select and oversee the Implementation Work Group
- Convene on a regular basis to assess progress on attaining project goals
- At the end of construction, conduct a final evaluation of outcomes on the site vis-à-vis attainment of the project goals



ROLE OF THE RESOURCE TEAM

SUPPLIERS OF TOOLS AND MATERIALS

The Resource Team is a facilitation and training team with demonstrated experience in worksite equity and diversity services for women and minorities workers in the skilled trades. The purpose of the Resource Team is to assist the Diversity Oversight Task Force in realizing its objectives during the planning phase of the project by supplying tools, materials, and guidance.

RESPONSIBILITIES OF THE RESOURCE TEAM INCLUDE:

GUIDE DIVERSITY OVERSIGHT TASK FORCE THROUGH PLANNING PROCESS

- Plan agendas, develop handouts, and facilitate Task Force meetings
- Organize meeting schedules
- Compile and distribute meeting minutes to Task Force members
- Document process

PROVIDE TRAINING TO THE TASK FORCE

- Provide expert knowledge of issues and resources related to women and minorities in the skilled trades
- Conduct training on purpose and steps of *DRAFTING THE BLUEPRINT*
- Conduct training on laws, history and applications of affirmative action and non-discrimination
- Conduct training on creating an equitable worksite

SUPPLY RESOURCES AND MATERIALS

- Supply Diversity Oversight Task Force with tools and materials needed to meet their objectives, such as:

Training curriculum on equal employment opportunity and affirmative action laws and practices

Training curriculum on sexual harassment prevention

Training curriculum on creating an equitable worksite

Sample sexual harassment policies

Sample equitable hiring policies and criteria

Sample incentive programs used to encourage contractors to hire women and minority workers

Sample penalty policies and procedures utilized when contractors do not document a good faith effort to diversify their construction workforce

Sample monitoring report forms

Sample site-walk checklists

Data on the workforce participation of women and minorities in the skilled trades

Community referral procedures and contact organizations to locate diverse skilled tradesworkers

Sample "pre-apprenticeship" training programs and curriculums to increase flow of qualified workers to the site



ROLE OF THE IMPLEMENTATION WORK GROUP

BUILDERS FROM THE BLUEPRINT

The Implementation Work Group is responsible for carrying out the day-to-day tasks of the workforce equity project once construction begins. Established at the end of the Planning Phase, it builds the project according to the blueprint previously prepared by the Diversity Oversight Task Force.

RESPONSIBILITIES OF THE IMPLEMENTATION WORK GROUP INCLUDE:

IMPLEMENT THE STRATEGIES AND ACTIVITIES OF THE BLUEPRINT

- Develop the detailed workplans for each activity of the blueprint, to include:
 - Step-by-step tasks
 - Timelines for completion
 - Assignment of staffing
 - Measures of success
- Implement project activities throughout duration of construction
- Prepare necessary materials and forms as needed

REPORT PROGRESS

- Gather and consolidate data
- Prepare and present progress reports to the Diversity Oversight Task Force

STEP 1: BUILD THE TASK FORCE

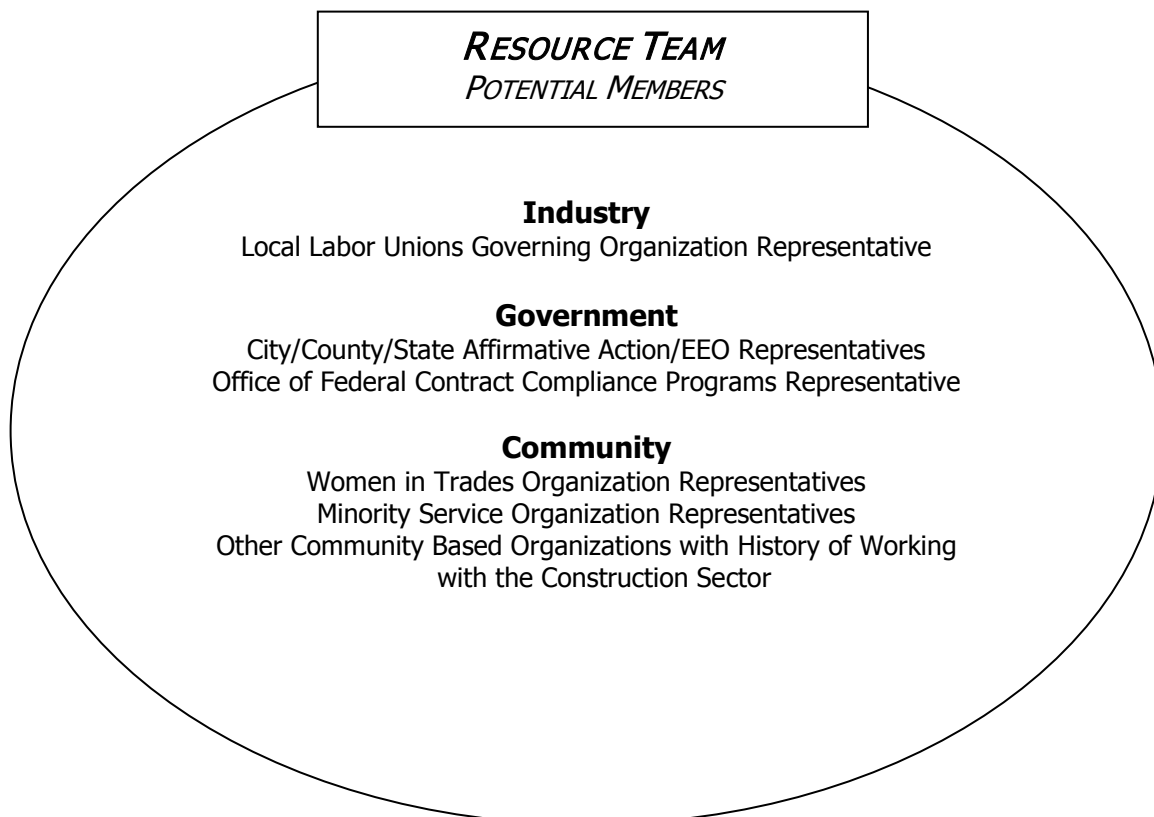
Understanding Structure & Roles
Identify the Resource Team
Identify and Orient the Task Force
Train the Task Force
Define the Mission

*The Resource Team
is the first team formed
to guide the rest of the process.*

Identify the Resource Team

Although the volunteer Diversity Oversight Task Force has the primary and central authority in a workforce equity project, it is most efficient to first identify a Resource Team that has in-depth experience with workforce equity issues to help guide even the initial team formation process of *DRAFTING THE BLUEPRINT*. This strategy assists in overcoming the disparity in knowledge that exists among the many people who will be involved in the project as Task Force members. Though each community is different, there should be known entities in the area that have the expertise sought.

One or more of the key stakeholders initiates this step by contacting and meeting with Resource Team members to discuss parameters and settle on costs for Resource Team services. This key stakeholder could be a public official with jurisdiction over the site or a representative of the project owner, the project developer, or the construction management firm.



STEP 1: BUILD THE TASK FORCE

Understanding Structure & Roles
Identify the Resource Team
Identify and Orient the Task Force
Train the Task Force
Define the Mission

*An all inclusive Task Force
is the cornerstone for success
of the project.*

Identify Task Force Members

The Resource Team begins its services on the project by working with key stakeholders to identify the full range of potential members for the Diversity Oversight Task Force. Lessons learned at sites across the country indicate that it is essential to have a strong and diverse Task Force to create a successful workforce equity project. Representation should include industry, government, labor, and the community. Depending on the history in the area with other workforce equity projects, there may already be a team of this sort in place.

"All projects used a team consisting of community based organizations, government agencies, contractors, owners, and others whose responsibility was monitoring and enforcing numeric goals and other project activities. The backing of someone with the power to enforce compliance with goals was critical to the success of each program. In some cases, this person was a public official with jurisdiction over the project, in others the owner's representative or the general contractor."

*BUILDING EQUAL OPPORTUNITY
Chicago Women in Trades, 1996*





IDENTIFYING THE TASK FORCE

Company or Organization Name, Individual Name, Title, Phone

Project Owner Representative

Project Developer Representative

Construction Management Firm Representative

Prime Contractors Representative

Prime Contractors Site Superintendent

Other General Contractors

Major Subcontractors

Local Labor Unions Governing Organization Representative

Apprenticeship Coordinators

OFCCP Representative

BAS/BAT Representatives

AA/EEO Officers
City/County/State

Human/Civil Rights Officers
City/County/State

Other Applicable Government Representatives
City/County/State

Women in Trades Organization Representatives

Minority Service Provider Organization Representatives

Other Area CBO Organization Representatives

Private Compliance Agency Representatives

Other

INDUSTRY

GOVERNMENT

COMMUNITY

STEP 1: BUILD THE TASK FORCE

Understanding Structure & Roles
Identify the Resource Team
Identify and Orient the Task Force
Train the Task Force
Define the Mission

Potential Task Force members are introduced to the framework of the workforce equity project at the orientation meeting.

Orient Task Force Members

Once Task Force members are identified, key stakeholders and the Resource Team convene and conduct an informational meeting to which potential Task Force members are invited. This informational meeting is introductory in nature and may last one to two hours. Its main purpose is

to give potential Task Force members enough information about the construction site, about diversity and equity issues, and about the proposed role of the Task Force to solicit their continuing interest and commitment to participate in the rest of the *DRAFTING THE BLUEPRINT* process.

PROJECT ORIENTATION TOPICS

- Construction Project Information
Construction size, timeframes, labor force needs, key industry players...
- Workforce Equity Project Information
Process, objectives, teams, timelines, time commitments, resources necessary...
- Formation of the Task Force
- Identification of additional essential members not present at the project orientation
- Next Steps

After the Project Orientation

Key stakeholders and the Resource Team complete the establishment of the Task Force after the project orientation. Additional, essential Task Force members who were absent at the initial meeting are contacted and provided with an individual orientation to the project. Commitment to participation from all members is verified. Notification of team membership is sent in writing, with a schedule of meeting dates and timeframes for conducting and completing the *DRAFTING THE BLUEPRINT* planning process.

STEP 1: BUILD THE TASK FORCE

Understanding Structure & Roles
Identify the Resource Team
Identify and Orient the Task Force
Train the Task Force
Define the Mission

*Up front training
for the Task Force
ensures informed decision making
during the development
of the workforce equity blueprint.*

Train the Task Force

Capacity building training is the next step in the process once the Diversity Oversight Task Force is established. An increased knowledge base of issues affecting workforce equity enhances the Task Force's ability to make informed decisions that will have widespread impact for the duration of the construction project. The Resource Team conducts this training for the Diversity Oversight Task Force, which may require three to four hours to complete.

TRAINING TOPICS

Labor Market Information

- Labor Market Projections for the Construction Workforce
- Statistics on Women in the Workforce
- Statistics on Minorities in the Workforce
- History of Women and Minority Participation in Construction

On Creating an Equitable Worksite

- *WORKSITE 2000*: Findings and Recommendations
- *BUILDING EQUAL OPPORTUNITY*: Outcomes, Findings, and Recommendations

On Affirmative Action and Anti-Discrimination Laws and Practices

- History and Review of Federal Affirmative Action and Anti-Discrimination Legislation
- History and Review of Applicable State and Local Affirmative Action and Anti-Discrimination Laws and Ordinances
- Common Practices of Affirmative Action for Construction

On Construction Megasites

- Definition of a Construction Megasite
- Role of the Office of Federal Contract Compliance

On the "Drafting the Blueprint" Planning Process

- Structure and Roles
- Review of Steps of Planning Process
- Timeline for completion of Planning Process
- Expected Outcomes
- Selection Process and Financial Resources Needed to Support Services of Implementation Work Group

EMPLOYMENT DISCRIMINATION AND AFFIRMATIVE ACTION LAWS SUMMARY FOR WOMEN



Title VII of the Civil Rights Act of 1964 prohibits discrimination in hiring on the basis of sex, race, color, religion, or national origin. However, women did not begin to enter the trades until 1978, when affirmative action was expanded to include women working in construction. Two sets of federal regulations form the foundation of this affirmative action.

*The first, **Executive Order 11246**, sets goals of 6.9% women workers on federally funded construction projects and requires contractors to make efforts to meet those goals. The second, **Title 29, Code of Federal Regulations, Part 30**, requires apprenticeship programs to set goals for and improve the recruitment of women and minority apprentices. The numeric goal set in Executive Order 11246 was based on 1970 census data and was intended to be an interim goal. In fact, this goal has not been revised since 1981. Additional **State and City affirmative action laws** may apply.*

*There has been further clarification of unlawful employment discrimination beyond hiring. The **Equal Employment Opportunity Commission Guidelines of 1990** define sexual harassment and establish employer liability for the creation of a workplace free from harassment. **The Civil Rights Act of 1991** allows women, people with disabilities, and religious minorities to collect monetary damages in cases of intentional employment discrimination.*

ROLE OF THE OFCCP

The U.S. Department of Labor's Office of Federal Contract Compliance Programs administers and enforces Executive Order 11246, as amended, which prohibits federal contractors and federally assisted construction contractors and subcontractors from discriminating in employment decisions on the basis of sex as well as race, color, religion, and national origin. Executive Order 11246 also obligates Government contractors to take affirmative action steps. Additional State and local laws and ordinances may also apply and be enforced by State and local government entities.

ROLE OF THE BAT/BAS

The role of the U.S. Department of Labor's Bureau of Apprenticeship Training and the State Bureaus of Apprenticeship Standards is to promote apprenticeship and to set and monitor standards for apprenticeship training. The BAT and BAS also administer and enforce Title 29, Code of Federal Regulations, Part 30, which requires apprenticeship programs to set goals for and improve recruitment of women and minority apprentices.

STEP 1: BUILD THE TASK FORCE

Understanding Structure & Roles
Identify the Resource Team
Identify and Orient the Task Force
Train the Task Force
Define the Mission

*A mission statement
clearly and simply states
the purpose of the
Task Force.*

Define the Mission

After training, the Task Force has the tools necessary to develop its mission statement. With the aide of the Resource Team, the Diversity Oversight Task Force defines and clarifies a purpose – a guiding principle -- to which all team members agree. This mission statement may also, through implication or declaration, describe the limits of the purpose of the Task Force. Because a mission statement is usually short and concise, it is useful to include in marketing materials, share at industry and community meetings, and publicize with the media. The development of a mission statement should take approximately one hour.

SAMPLE MISSION STATEMENT

The mission of the XYZ Task Force is to create and sustain a worksite free from discrimination where all skilled trades workers have equal access to fair treatment in hiring, training assignment and promotion.

*STEP 2: EVALUATE THE SITE
AND INSTITUTIONS*

*Assess the Barriers
Assess the Resources*

*The evaluation gathers information
needed to define the parameters of
the Workforce Equity project.*

In order for the Diversity Oversight Task Force to set the goals and strategies for the project, it is essential to first conduct a thorough evaluation of site and institutional barriers that hinder the access of women and minorities to equal employment and equal treatment on the construction site. Examining current conditions helps the Task Force formulate the parameters of the workforce equity project. Gathering information about existing resources to overcome barriers is also useful. It is important to evaluate all four sectors – Industry, Government, Labor, and Community -- which contribute substantially to the success or failure of a workforce equity project on the construction site. Each sector has assets and obstacles that must be considered in the development of the service blueprint.

There are two options for conducting the evaluation. The first option requires a greater time commitment from all Task Force members, who undertake the completion of the evaluation as a whole group, preferably in a single, three to four hour meeting, facilitated by the Resource Team. In the second option, the Resource Team researches and partially prepares the evaluation in advance, presenting it for review and input at a shorter, one to two hour meeting of the entire Task Force. Whichever option is selected, it is far easier to finish the details of the evaluation when all Task Force members are present to answer questions relevant to their area of expertise or jurisdiction. Both options offer an excellent learning and discussion opportunity for Task Force members. It is estimated that completion of the evaluation of the site and institutions requires between two to five hours.



EVALUATION OF THE SITE AND INSTITUTIONS

Construction project name	<i>PRE-CONSTRUCTION INFORMATION</i>
Estimated construction cost	

Groundbreaking date	Construction completion date
---------------------	------------------------------

What is the schedule of pre-construction meetings?

Who is organizing pre-construction meetings?

When are the bid documents being developed?

Who is involved in bid document preparation?

When will the bid documents be let?

Public or private sector ownership?
 Are tax dollars supporting construction? Yes No

Has the site been declared a megasite by the OFCCP? Yes No
 Other site conditions declared by other government entities? Describe.

What is the construction schedule of general and subcontractors on the site?

Cite projected number of general and subcontractors, largest trades, largest employers, etc.

When are general and subcontractor workforce projection sheets due?



*AFFIRMATIVE ACTION
GOALS INFORMATION*

Does the area have a history of affirmative action? Yes No
Describe the local climate (political, industry, community) in favor of or against affirmative action.

Do federal affirmative action workforce participation goals apply to the site? Yes *No
Do city, county, or state affirmative action workforce participation goals apply to the site? Yes *No
Do MBE/DBE/WBE affirmative action goals apply on the site? Yes No

**Skip to bottom section of page if "No" to both*

Do the goals specify graduated increases over a multi-year project? Yes No
Do the goals specify participation by skill level and trade? Yes No

Describe applicable affirmative action workforce participation goals for women on the site.

Describe applicable affirmative action workforce participation goals for minorities on the site.

Describe MBE/DBE/WBE goals on the site.

Describe contractor and subcontractor experience and outcomes with affirmative action goals on a site. Include site names, workforce percentages achieved, etc.

Are the workforce participation goals reflective of the demographic representation of women and minorities in the community workforce? Yes No

Is it desirable to create new or increase existing workforce participation goals? How might this be achieved? Under whose authority? Yes No



*LABOR FORCE
INFORMATION*

Describe the current and projected availability of skilled and unskilled labor to work the project. Cite major entities supplying labor force.

Describe the current and projected availability of tradeswomen and minorities to work the project. Cite sources.

How does skilled labor availability differ by specialty trade?

Are there other large construction projects underway or scheduled in the area that would deplete the skilled and unskilled labor pool? Yes No

Is there a clear and equitable entry route to job openings on the site?

Cite route of entry for each type.

For skilled workers? Yes No

For unskilled workers? Yes No

For apprentices? Yes No

For other new workforce entrants? Yes No

Is there a strategy in place for recruiting tradeswomen and minorities to work on the site? Yes No

Which of the prime/general/major sub contractors are signatory employers to apprenticeship training programs?

Describe history and outcomes of any pre-apprenticeship training programs operating in the community. Include sponsoring organizations, populations served, annual number of participants, trades covered, and quality of graduates.

Is a site-sponsored, targeted pre-apprenticeship training program necessary to supply adequate numbers of women and minority applicants to the site? Yes No

How might this be achieved?



*WORKSITE EQUITY
CONDITIONS*

Do the prime/general/sub contractors have written policies against sexual harassment and discrimination? Yes No

Do procedures exist for posting and disseminating these policies on the site? Yes No

Are grievance procedures written and a process in place for dissemination to all workers? Yes No

Have site managers, superintendents, foreman, and others in supervisory positions received harassment prevention training in the recent past? Yes No

Have site managers, superintendents, foreman, and others in supervisory positions received creating an equitable worksite training in recent past? Yes No

Do clean and locked toilet and handwashing facilities exist on the site? Yes No

Do personnel policies meet the needs of families? Describe family-friendly policies. Yes No

Are there equitable hiring criteria? Are they written? Yes No

Are there supportive services available on-site for tradeswomen and minority workers? Describe. Yes No

Are there supportive services available off-site for tradeswomen and minority workers? Which community organizations and what supportive services are provided? Are these services free of charge? Yes No

Describe any previous experience of industry, government, or labor entities with a *WORKSITE 2000* type workforce equity and diversity initiative.

Is there interest in declaring this site a *WORKSITE 2000*? Yes No

Is there a process in place for promoting the visibility of the workforce equity project both on the site and in the community? Yes No



*MONITORING AND
COMPLIANCE INFORMATION*

Is there a team approach to monitoring and compliance on the site? Yes No

Describe the selection criteria for the monitoring and compliance team.

Who is responsible for monitoring the workforce participation goals?

Is a summary reporting form being utilized to obtain workforce participation numbers from contractors and subcontractors? Yes No

How often are reporting forms completed?

Are there proactive monitoring strategies in place? Yes No

Is there an incentive program for contractors who meet workforce participation goals and remain in compliance at all times? Yes No

Describe incentive program and how it is publicized.

Are there penalties for non-compliance? Yes No

Describe penalties for non-compliance and when are penalties applied.

*FINANCIAL RESOURCES TO
SUPPORT WORKFORCE EQUITY*

Are a percentage of construction dollars being dedicated to operate the workforce equity services project? Yes No
Describe.

Describe other financial resources available to operate the workforce equity project.

STEP 3: SET THE GOALS

*Workforce Utilization Goals
Project Objectives*

Goals are the comprehensive achievement test against which the level of success of the Workforce Equity project is measured.

Set the goals

The next step of the planning phase is to set goals for the project. Goals are the chief performance measures through which the success of the entire Workforce Equity project is ascertained. The Task Force selects goals that are formulated to address the disparities in equal employment opportunity, equitable treatment, and gender or race based discrimination that may have been detected during the institutional and site evaluation. Because specific federal laws and local ordinances may apply at the site, the Resource Team guides the Task Force through goal setting by providing legal, historical, and other background information as needed.

There are two types of goals to be set. The first are Workforce Utilization goals, which are often called "numeric" goals. These define the quantitative outcomes desired. The second are Project objectives. These define the qualitative outcomes desired and processes utilized to achieve the numeric goals. Samples of recommended goals and objectives follow

"It appears that higher numeric goals lead to higher achievement. The projects set goals for hours to be worked by women that ranged from 5% to 15%; women actually worked from 5% to 8.9% on these projects. Although only the two projects with the lowest goals of 5% met or exceeded their goals, the three projects that did not meet their higher goals exceeded the achievement of the two projects with lower goals."

*BUILDING EQUAL OPPORTUNITY
Chicago Women in Trades, 1996*

SAMPLE OF GOALS & OBJECTIVES FOR A WORKFORCE EQUITY PROJECT



Workforce Utilization Goals

1. Of all hours worked, work hours for tradeswomen on the site shall meet or exceed 25% for laborers, 15% for apprentices, and 10% for journey level.
2. For large, multi-year construction projects, work hour goals for women shall have graduated annual increases above the percentages set in Goal 1.
3. Of all hours worked, work hours for minority tradesmen shall equal or exceed the percentage demographic representation of the minority population in the surrounding Standard Metropolitan Statistical Area.
4. Workforce utilization percentages for women and minorities shall apply consistently across all trades and by all skill levels on the site.

Project Objectives

5. All contractors and subcontractors on the site as part of the bid award shall adopt a zero tolerance policy against discrimination of any type.
6. All contractors and subcontractors on the site as part of the bid award shall adopt a zero tolerance policy against harassment of any type.
7. Procedures for rectification and/or penalty for harassment or discrimination shall be applied within an agreed upon time frame of a reported incident.
8. All contractors and subcontractors on the site shall be provided with incentives to create and sustain an equitable worksite.
9. Procedures for rectification and/or penalty for non-compliance with a good faith effort to achieve the workforce utilization goals by a contractor or subcontractor shall be applied within an agreed upon timeframe of a finding of non-compliance.
10. All industry, government, and community parties shall make a commitment to a team approach to planning, monitoring, compliance and evaluation.

**STEP 4: SELECT THE STRATEGIES
AND ACTIVITIES
FOR ATTAINING GOALS**

*Strategies and Activities are the
"To Do" list of the project.*

In this next step of the planning process, the Task Force identifies and selects the project activities. While goals and objectives define the desired outcomes, strategies and activities define the methods used to attain those outcomes. The goals set in the previous step, as well as the activity samples provided here and by the Resource Team, assist the Task Force in the creation of this comprehensive "to do" list for the project.

Identification of strategies and activities may require two to three hours to complete, though this step is easily joined with *STEP 3: SET THE GOALS* in a single, half day meeting.

THE COMPLETED BLUEPRINT

An important task of the Resource Team is to document the *DRAFTING THE BLUEPRINT* planning process as it occurs. The most essential of these documents are compiled into a written package for

- distribution to contractors and subcontractors
- inclusion in bid documents
- on-going evaluation by the Task Force
- use in public relations activities
- transfer to the Implementation Team as a guide for their efforts during construction

The completed blueprint minimally includes the following:

- Mission Statement of the Project
- Statement of Goals and Objectives
- Strategies and Activities List



SAMPLE OF STRATEGIES AND ACTIVITIES FOR A WORKFORCE EQUITY PROJECT

STRATEGY 1: COMMIT TO A TEAM APPROACH FOR PLANNING, OVERSIGHT, EVALUATION, MONITORING AND COMPLIANCE

Activities

- Complete identification and solicitation of essential Diversity Oversight Task Force members
- Schedule and conduct bi-monthly meetings of the Task Force to evaluate progress on workforce equity program goals and handle issues as they arise
- Monitor progress of the Implementation Work Group through regularly scheduled meetings and reporting forms
- Conduct up-front and a final summary evaluation of numbers, conditions, and services for women and minorities on the site

STRATEGY 2: OBLIGATE FINANCIAL RESOURCES FOR ATTAINING THE GOALS

Activities

- Dedicate a percentage of construction building funds to procure planning assistance from the Resource Team
- Dedicate a percentage of construction building funds for the operation of the Implementation Work Group
- Develop and disseminate a competitive application to identify the best qualified candidates for inclusion on the Resource Team and the Implementation Work Group
- Develop Contract of Service Agreements with Resource and Implementation teams to ensure clarity of purpose and expected services

STRATEGY 3: SET UP SYSTEMS TO ENSURE ADEQUATE NUMBERS OF WOMEN AND MINORITY WORKERS

Activities

- Develop and implement a community wide worker recruitment program for the site
- Develop and implement job referral process and procedures, including a database of available women and minorities
- Develop targeted pre-apprenticeship programs to prepare women and minorities for entry into trades with low representation
- Partner with existing pre-apprenticeship programs for referral to job site openings
- Develop equitable entry routes to trades
- Develop and ensure equitable hiring criteria
- Develop and provide on-site employment orientations for women and minority workers



SAMPLE OF STRATEGIES AND ACTIVITIES FOR THE WORKFORCE EQUITY PROJECT

STRATEGY 4: SET UP SYSTEMS TO ENSURE COMPLIANCE

Activities

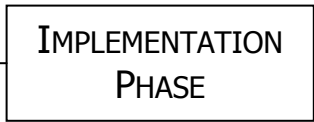
- Develop and utilize a summary monitoring report form to be completed bi-weekly by contractors and subcontractors. The report form should include:
 - a. Hours worked by women and minorities, by trade and skill level, for the preceding month and for the project to date, as compared to total hours
 - b. The names of women and minority workers who have been hired
 - c. The names of women and minority workers who have been terminated and reason for termination
 - d. Projection of workforce needs for next three and six-month period.
- Obtain workforce projections at the start of construction.
- Develop and publicize an incentive program for contractors who meet the workforce participation goals and remain in compliance at all times. This could include achievement awards, public recognition, and monetary awards for contractors exceeding the workforce utilization goals.
- Develop and disseminate policies, remediation procedures, and penalties for non-compliance. Penalties should include withholding payment for work.
- Assess penalties promptly when efforts are not being made to meet the goals. Penalizing sub-contractors for non-compliance at the end of a project does not increase the number of women or minorities working on it.

STRATEGY 5: SET UP SYSTEMS TO ENSURE AN EQUITABLE WORKPLACE

Activities

- Develop strong sexual harassment policies and post the policies throughout the site.
- Train all on site personnel on sexual harassment prevention. This should minimally include 100% of supervisory personnel of general and subcontractors.
- Train all supervisory personnel of general and subcontractors in running equitable worksites, including fair training assignments and advancement policies.
- Develop visibility for the workforce equity project on and off the site, through staff meetings, signs, posters, bulletin boards, newsletters, community outreach, the media, etc.
- Develop personnel policies that meet the needs of families.
- Provide on-site and/or off-site services for tradeswomen and minority workers, including mediation for conflict resolution, clear grievance procedures, support groups, counseling, childcare, etc.
- Provide clean, separate and locked toilets, handwashing facilities and changing facilities
- Schedule regular meetings of Service Delivery Group with representatives of subcontractors.
- Hire women and minorities in leadership positions, as project superintendents, engineers, foreman and crew leaders.

STEP 5: IMPLEMENT THE SERVICES PLAN

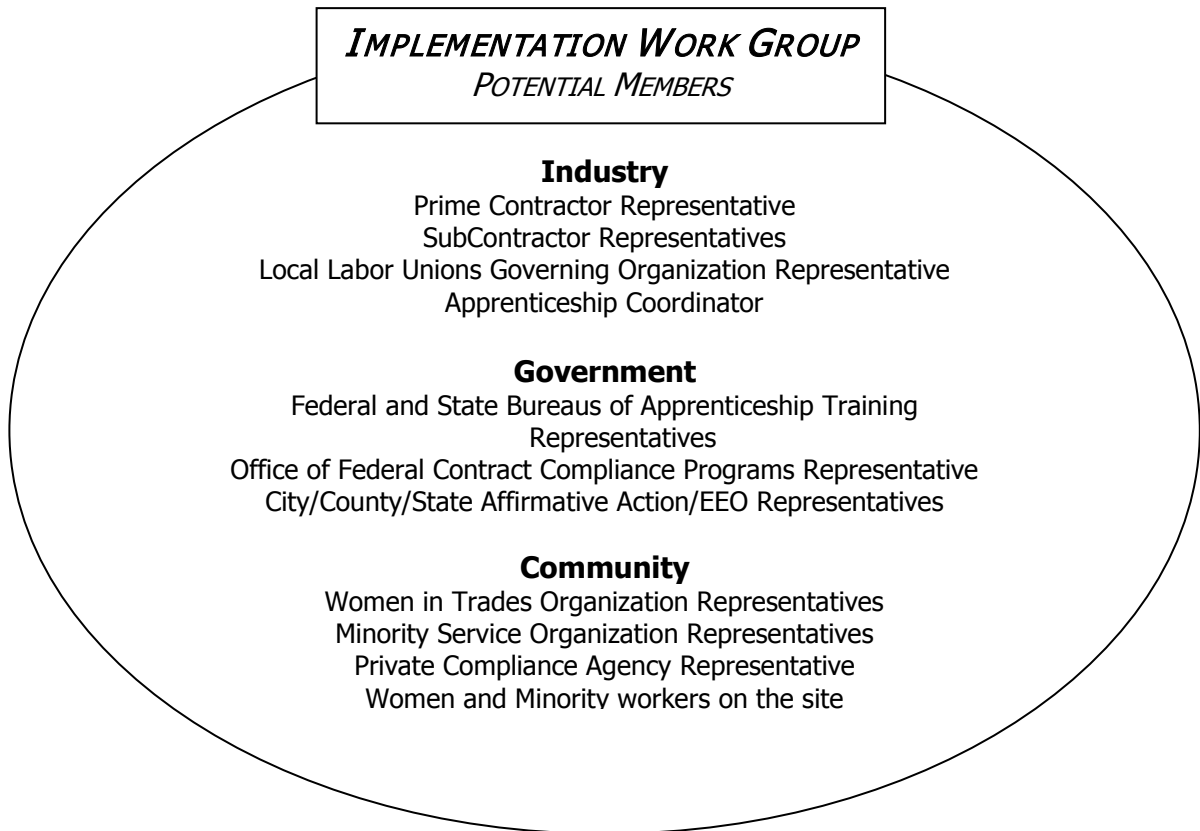


*SELECT THE IMPLEMENTATION WORK GROUP
OVERSEE PROGRESS AND EVALUATE OUTCOMES*

The workforce equity project transitions from planning phase to implementation phase with the selection of the Implementation Work Group by the Task Force. The Implementation Work Group is often comprised of both paid, private sector members and public officials whose jurisdiction over the site warrants participation on this team. It is suggested that an Implementation Work Group be chosen on the basis of proven ability to carry out the day-to-day activities outlined in the blueprint plan, as well as to ensure a diversity of representation.

Prior to selection of the Implementation team, key stakeholders have prepared, distributed, and collected responses to a competitive “request for proposals” or RFP from agencies and individuals interested in contracting to provide workforce equity services on the site. Experience has shown that the RFP should minimally include a narrative and cost proposal, as well as a statement of demonstrated experience related to the range of work required for the project.

In this its sixth and final meeting, the Task Force convenes to review the RFP applications and selects the Implementation Work Group project.



STEP 5: IMPLEMENT THE SERVICES PLAN

*SELECT THE IMPLEMENTATION WORK GROUP
OVERSEE PROGRESS AND EVALUATE OUTCOMES*

IMPLEMENTATION
PHASE

Once the Implementation Work Group has been selected and workforce equity services begin on the construction site, the roles and time commitments of the three teams shift significantly.

Shifting the Lead Role to the Implementation Work Group...

As builders from the blueprint plan, the Implementation Work Group now begins to carry out the day to day tasks of the workforce equity project. Their work continues throughout the duration of construction, which may last several years. This team develops "Activity Workplans" that include step-by-step tasks, timelines for completion, staffing responsibilities, and evaluation measures for each activity. Implementation Work Group members also provide progress reports to the Task Force on a regular basis. The use of a progress reporting form facilitates Task Force evaluation of the short and long-term goals of the project.

SUGGESTIONS FOR A PROGRESS REPORT TEMPLATE

One of the first tasks of the Implementation Work Group is the development of a progress reporting form to be completed and then submitted to the Task Force on a regular basis. The Goals, Strategies and Activities, and Evaluation of the Site and Institutions documents of *DRAFTING THE BLUEPRINT* are easily converted into a template for this purpose.

The progress reporting form should also include:

- Date and authors of report
- A quick checklist format that shows month-to-month progress on numeric goals, by contractor and trade skill level
- A quick checklist format that shows progress on each of the activities of the project
- Additional space for outlining next steps, as approved by the Task Force.

Changing Role of the Diversity Oversight Task Force...

The Task Force has now completed its primary task as architect of the blueprint plan for workforce equity services. This team now shifts its focus to evaluation of the project through periodic "field inspections" of progress during construction by meeting bi-monthly or quarterly with the Implementation Work Group. The Task Force will also convene at the end of construction to complete a summary evaluation vis-à-vis attainment of the goals of the workforce equity project.

Changing Role of the Resource Team...

By the end of the planning phase, the Resource Team has accomplished its primary task of guiding and supporting the Task Force in the development of the blueprint for project services. Experience has shown that the next step for the Resource Team varies greatly. Members with cross over expertise may apply to become part of the Implementation Work Group; or the Resource Team may continue under separate contract to either provide ongoing facilitation for the Task Force or additional training for the Implementation Work Group. The Resource Team may also simply disband, having fulfilled its duties on project planning.

DRAFTING THE BLUEPRINT distinguishes between two discrete phases of a project for achieving workforce equity for women and minority skilled trades workers on large construction sites. These two phases are much like the construction process itself. There is first a planning phase for services which can be equated to the design development phase of a building. The master blueprint is drawn up during this phase as guide from which all is built. The second phase is the actual construction or implementation phase. During the second phase, workforce equity services are implemented in accordance with the plan, just as a structure is built in accordance with the blueprints, guaranteeing a certain consistency and quality of outcomes.

Experiences around the country have shown that these methods work. Site-specific workforce equity projects are greatly exceeding the national plateau of only 2.0% women working in skilled construction trades -- breaking through barriers real and imagined, bringing together all the key stakeholders as never before, and expanding the boundaries of the possible.

<i>ACHIEVEMENT ON SELECTED CONSTRUCTION SITES WITH SITE-BASED WORKFORCE EQUITY SERVICES</i>		
Construction Site Location and Years	Cost in Millions	Participation of Tradeswomen
United States Post Office Chicago, 1992 - 1996		5.0%
McCormick Place Expansion Chicago, 1993 - 1996		5.5% skilled 6.9% unskilled
Portland Bridge Project Maine, 1994 - 1998	\$ 157	8.9%
Science Museum of Minnesota St. Paul, 1997 - 2000	\$ 90	8.71%
Gateway Ball Park & Arena Cleveland, 1991 - 1994	\$ 420	6.0%
Midwest Express Center Milwaukee, 1996 - 2001	\$ 170	13%
Cook County Jail Chicago, 1993 - 1994		5.5%
Juvenile Detention Center Chicago, 1993 - 1996		5.3%
Federal Courthouse Minneapolis, 1994 - 1996	\$ 90	5.6%
Miller Park Baseball Stadium Milwaukee, 1996 - 2000	\$ 400	6.9% overall 8.4% new hires
<i>Percentages shown are to date, October 1998</i>		

RESOURCE ORGANIZATIONS

GREAT LAKES TRADESWOMEN ALLIANCE

Chicago Women in Trades

Lauren Sugerman, Executive Director
220 S. Ashland Avenue, Suite 101
Chicago, IL 60607
Phone: (312) 942-1444
Email: cwit@juno.com

Minnesota Women in the Trades

Pat Wagner, Director
550 Rice Street
St. Paul, MN 55103
Phone: (612) 228-9955
Email: PAXMSP@aol.com

Women's Resource Center

Krista Kar-Harmon
25 Sheldon SE, Suite 220
Grand Rapids, MI 49503
Phone: (616) 458-5443
Email: grwrc@juno.com

Hard Hatted Women

Kathy Augustine, Director
4207 Lorain Avenue
Cleveland, OH 44113
Phone: (216) 961-4449
Email: HHW@stratos.net

YWCA of Greater Milwaukee

Michelle Carter, Director of NET
Nontraditional Employment Training
3380 N. 35th Street
Milwaukee, WI 53216
Phone: (414) 445-6955
Email: michele@g2p.YWCAOGM.org

EdVentures Unlimited

Nancy D. Nakkoul, Consultant
3606 Wyota Avenue
Madison, WI 53711
Phone: (608) 231-2088
Email: ventures@itis.com

GREAT LAKES TRADESWOMEN ALLIANCE WEBSITE
www.womenintrades.org

NATIONAL

Women's Bureau, Natl. Office

U.S. Department of Labor
Latifa Lyles
200 Constitution Avenue
Washington D.C., 20210
Phone: (202) 219-8913 ext. 114

Women's Bureau, Region V

U.S. Department of Labor
Grace Protos, Regional Director
201 Varick St., Room 602
New York, NY 10014

Bur. of Apprenticeship Training

U.S. Department of Labor
John Ladd
200 Constitution Avenue
Washington D.C., 20210
Phone: (202) 219-5921 ext. 101

Bur. Of Apprenticeship Training

Region V Office (Midwest)
Dean Guido, Regional Director
230 S. Dearborn, 7th Floor
Chicago, IL 60604