

WisDOT

Equal Employment Opportunity Technical Assistance Guide



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Wisconsin Department of Transportation

Division of Transportation System
Development

Office of Business Opportunity & Equity
Compliance

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INTRODUCTION

The Office of Business Opportunity & Equity Compliance (OBOEC) has developed this guide as a resource to assist contractors in complying with certain provisions of [Form FHWA-1273](#) help prepare for an Equal Employment Opportunity (EEO) compliance review. This guide is a framework upon which contractors may build its EEO compliance program. This guide does not establish any new legal requirements beyond those contained in Form FHWA-1273, nor is it a comprehensive listing of all aspects of Form FHWA-1273 and the OBOEC's compliance review process. Rather, the purposes of this guide are to familiarize contractors with the compliance review process, and to highlight some recommendations that OBOEC strongly encourages contractors incorporate into their EEO compliance program. Following the recommendations in this guide will not ensure compliance with all aspects of Form FHWA-1273, but should both improve a contractor's ability to comply with certain aspects of Form FHWA-1273, and facilitate the OBOEC's compliance review. Note also that this guide does not cover every situation and compliance determinations are made on a case-by-case basis. For additional information or assistance, contact OBOEC at DOTlaborcompliance@dot.wi.gov.

The Form FHWA-1273 includes federal requirements applicable to all contractors and subcontractors (hereinafter referred to as "contractor") that hold federal or federal-aid contracts of \$10,000 or more. Pursuant to Form FHWA-1273, contractors must not discriminate and must take affirmative action to assure equal opportunity. Affirmative actions (AA) are results-oriented actions or processes that help bring minorities and women into the job applicant pool and onto contractor's workforces. AA are outreach efforts to include groups that may have been intentionally or unintentionally previously excluded from contractor's workforces and are not quotas. They are reasonable goals for minority and women workforce representation as compared to the Civilian Labor Force in a contractor's recruitment area. AA are not preferential treatment - They represent equal consideration of all applicants and employees in employment opportunity and employment benefits. AA does not mean giving jobs to unqualified applicants - They entail helping ensure that all applicants/employees become qualified through experience and training. AA are designed to remove all barriers to qualified applicants. Contractors will work with WisDOT and the Federal Highway Administration (FHWA) to ensure that every good faith effort has been made to provide EEO with respect to the terms and conditions of employment.

Form FHWA-1273 must be physically incorporated in each construction contract, and sub-contract, federally funded under United States Code, Title 23. To ensure compliance with Form FHWA-1273, the Wisconsin Department of Transportation's (WisDOT) OBOEC conducts compliance reviews of contractors in accordance with [23 CFR 230 Subpart D](#). OBOEC also provides contractors technical assistance on federal EEO requirements and the compliance review process.

It is in the best interests of the Federal and State Government, as well as the Contractor, to ensure that EEO and AA requirements are met rather than having to initiate corrective action measures. Even where a review results in a determination of "non-compliance," so long as a contractor continues to collaborate with WisDOT and advance the aims of EEO/AA in good faith, formal sanctions need not be feared.

The Office of Federal Contract Compliance Programs (OFCCP) administers and enforces equal employment opportunity requirements as referenced in Executive Order 11246 and the implementing regulations at 41 CFR Parts 60-1 through 60-50. This guide does not cover compliance requirements for the OFCCP.

GOOD FAITH EFFORTS FOR LABOR

Where a contractor does not or cannot achieve its annual training goal and/or Additional Special Provision (ASP) 1 contract goals with women or minority trainees, it must produce adequate Good Faith Efforts documentation. Good Faith Efforts are those designed to achieve equal opportunity through positive, aggressive, and continuous results-oriented measures. 23 CFR § 230.409(g)(4). Good Faith Efforts should be taken as trainee hiring opportunities arise. Contractors should request minorities and women from unions when minorities and women are under-represented in the contractor's workforce. Whenever a contractor requests WisDOT approval of someone other than a minority or woman, the contractor must submit documented evidence of its Good Faith Efforts taken to fill that position with a minority or woman. When a non-minority male is accepted, however, a contractor must continue to attempt to meet its annual training goal with women and minorities.

WisDOT will consider all contractors' documentation of Good Faith Efforts on a case-by-case basis, and, take into account the following:

- ❖ Availability of minorities, women, and disadvantaged persons for training;
- ❖ The potential for effective training;
- ❖ Duration of the contract;
- ❖ Dollar value of the contract;
- ❖ Total normal work force that the average bidder could be expected to use;
- ❖ Geographic location;
- ❖ Type of work;
- ❖ The need for journey level individuals in the area.

Good Faith Efforts may include, but are not limited to, documentation of efforts to:

- ❖ Communicate with unions to increase the number of minority and women trainees and apprentices;
- ❖ Contact minority and women employees to gain referrals on other minority and women applicants;
- ❖ Contact minority and women recruitment sources when hiring opportunities arise or thirty (30) days prior to the start of a union's open enrollment application periods;
- ❖ Refer specific minorities and women to the unions or other applicable outlets for trainee recruits and specifically request these trainees by name in the future;
- ❖ Assist minority and woman applicants in joining the union;
- ❖ Upgrade minority and women unskilled workers into the skilled classifications when possible;
- ❖ Accept applications at the project site or at the contractor's home office;
- ❖ Review and follow up on previously received applications from minorities and women when hiring opportunities arise;
- ❖ Maintain monthly evaluations that monitor efforts made to achieve diversity on Federal projects and the contractor's workforce in general (i.e. significant numbers of minorities and women employed on a company wide basis);
- ❖ Report incidents in which unions are providing a barrier to employment for individuals, especially minorities or women that you have referred to the union and any observed pattern of underutilization of women and minorities in a particular classification;

- ❖ Provide incentives for project management personnel or superintendents when hiring goals are met on a project (i.e. similar to performance bonuses paid when a job is completed timely and under budget);
- ❖ Assist applicants with initiation fees;
- ❖ Allow applicants to work in the shop or as an on-the-job (OJT) trainee for ninety (90) days prior to referring them to a union, and assist them in the enrollment process for skilled trades;
- ❖ Allow a trainee's payroll deduction to be saved to cover the initiation fees prior to referring them to the union;
- ❖ Purchase the journeyman's card for the trainee and allow that worker to prepay with payroll deductions.

WisDOT may reject non-minority male trainees for entry into the Program if it determines that a contractor failed to make sufficient Good Faith Efforts to hire minorities or women trainees and/or the contractor failed to document or submit evidence of its Good Faith Efforts to do so. The obligation to conduct sufficient Good Faith Efforts cannot be excused by the provisions of: any collective bargaining agreement, any agreement the contractor has with a joint apprenticeship and training committee, or failure by the union with whom the contractor has a collective bargaining agreement to send the contractor minorities and women trainees.

COMPLIANCE REVIEW PROCESS

A compliance review is a systematic, objective, and comprehensive assessment of a contractor's employment practices in order to determine compliance with their EEO/AA contractual obligations. It is a "spot check," designed to ensure compliance with EEO/AA requirements by identification and correction of deficiencies or problem areas through training, coordination, negotiation and conciliation. Contractors are contractually obligated to ensure compliance, and cooperation with WisDOT is an additional component of compliance.

The compliance review process consists of the following major components:

1. Selection of Contractors

- a. WisDOT uses the criteria in [23 CFR 230.409\(b\)](#) in determining which contractors to review. Because construction work forces are not constant, particular attention should be paid to the proper scheduling of equal opportunity compliance reviews. Priority in scheduling compliance reviews shall be given to reviewing those contractors:
 - i. Which hold the greatest potential for employment and promotion of minorities and women (particularly in higher skilled crafts or occupations);
 - ii. Working in areas which have significant minority and women labor forces within a reasonable recruitment area;
 - iii. Working on projects that include special training provisions; and
 - iv. Where compliance with equal opportunity requirements are questionable.
- b. In addition, the following considerations shall apply:
 - i. Reviews specifically requested by the FHWA Headquarters shall receive priority scheduling;
 - ii. Compliance reviews in geographical areas covered by areawide plans would normally be reviewed under the Consolidated Compliance Review Procedures set forth in §230.415;
 - iii. Reviews shall be conducted prior to or during peak employment periods;
 - iv. No compliance review shall be conducted that is based on a home office work force of less than 15 employees unless requested or approved by FHWA Headquarters; and
 - v. For compliance reviews based on an area work force (outside of areawide plan coverage), the Compliance Analyst shall define the applicable geographical area by considering:
 1. Union geographical boundaries;
 2. The geographical area from which the contractor recruits employees, i.e., reasonable recruitment area;
 3. Standard Metropolitan Statistical Area (SMSA) or census tracts; and
 4. The county in which the Federal or Federal-aid project(s) is located and adjacent counties.

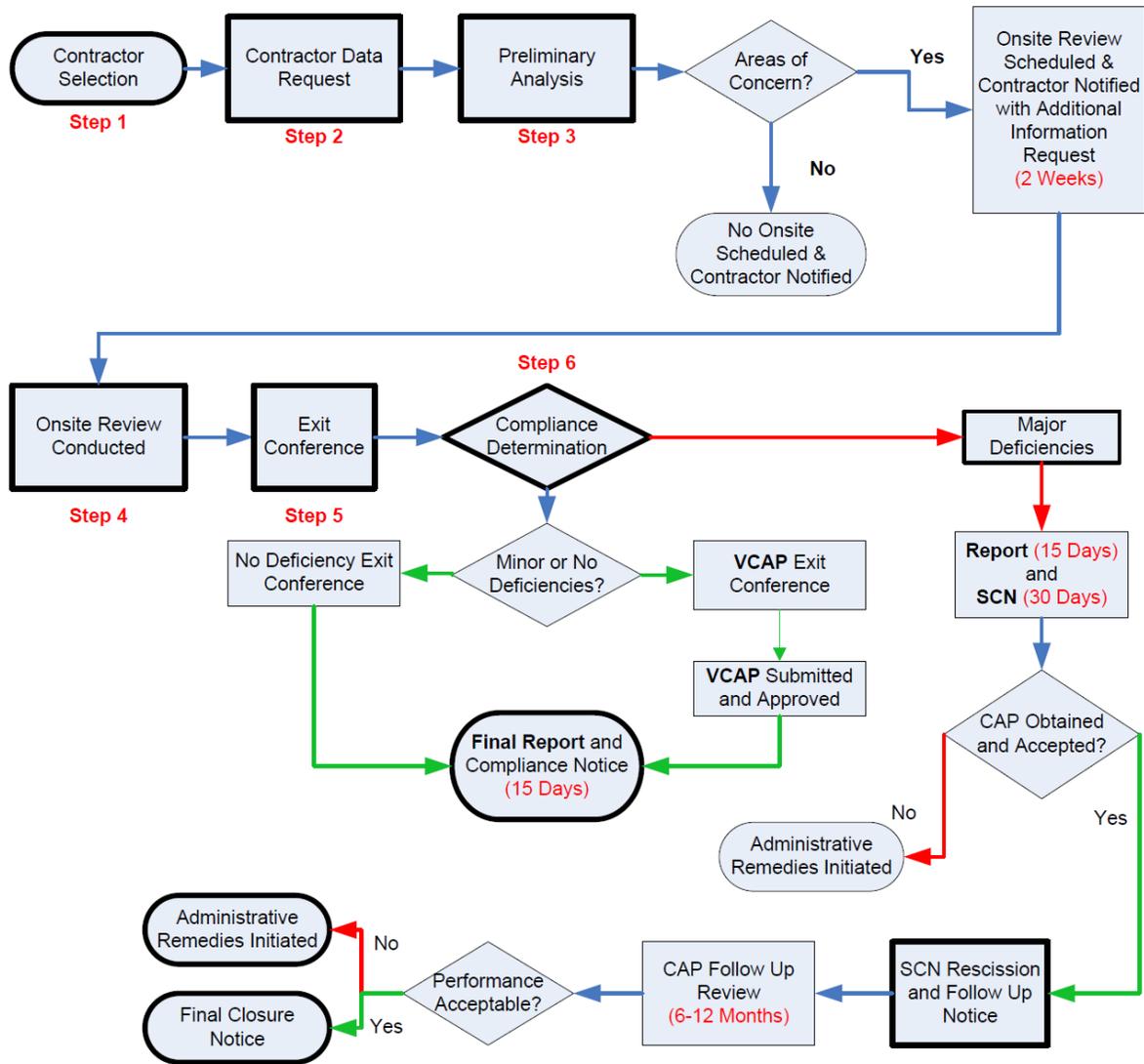
2. Types of Reviews

- a. WisDOT conducts two types of reviews:
 - i. Project Specific – Generally involves a review of a single major project to determine whether contractors are meeting the employment, training, and subcontracting and other requirements in their contracts. This type of review is usually best for major projects with significant employment, training, and subcontracting potential. Project

- reviews can include the prime and all subcontractors.
- ii. Area Wide – A review of a particular contractor’s operations in one geographical area defined by the outer limits of a targeted city, county, or MSA. Its purpose is to obtain and consider information on the contractor’s efforts to ensure nondiscrimination and provide equal opportunity in employment, training, and contracting on all of the contractor’s projects within an area.
3. Notification
 - a. Contractors selected for a review are sent a notification letter via certified mail and electronically via email.
 - b. The notification letter informs the contractor of the purpose and phases of the review. The letter also requests that the contractor submit information and supporting documentation regarding its employment patterns, policies, practices, and programs.
 4. Desk Audit
 - a. The Compliance Analyst will analyze the supporting documentation to make a preliminary determination of whether the contractor has met certain provisions of Form FHWA-1273.
 - b. The Compliance Analyst may request additional information or clarification of the contractor’s activities and documents.
 5. Virtual or On-Site Review
 - a. After the desk audit is completed, the Compliance Analyst will contact the EEO Officer to schedule the virtual or on-site review.
 - b. The Compliance Analyst will contact the contractor to arrange the date, time, and scope of the virtual or on-site review.
 - c. The scope of the on-site review includes the following:
 - i. *Entrance conference* with the EEO Officer and representatives to explain the purpose of the review;
 - ii. *Review of records and EEO documents*;
 - iii. *Employee interviews*;
 - iv. If onsite, *Physical tour* of the project site;
 - v. *Subcontractor reviews*; and
 - vi. *Exit conference* with the EEO Officer and representatives to discuss preliminary findings from the desk audit review and site visit (if on site).
 1. When minor deficiencies are found and not corrected immediately, a Voluntary Corrective Action Plan (VCAP) can be negotiated to correct these deficiencies.
 2. The process and time in which the contractor shall be informed of the final determination.
 6. Compliance Determination
 - a. Within 15 days of completion of the review meeting and receipt of all required documentation, the contractor will receive written notification of compliance status.
 - b. If a contractor is found in non-compliance, efforts to bring the contractor in compliance must be initiated through a VCAP or the issuance of a show cause notice.
 7. Corrective Action
 - a. Voluntary Corrective Action Plan
 - i. A VCAP is only appropriate to address minor deficiencies
 - ii. A contractor can develop and submit an acceptable VCAP.

- iii. The contractor can sign a VCAP at the exit conference. The VCAP must include:
 - 1. Specific actions the contractor will take;
 - 2. Deadline for correcting each deficiency; and
 - 3. The submission of an implementation report to WisDOT along with supporting documentation.
 - iv. When the contractor has corrected these deficiencies, WisDOT will issue a closure letter.
- b. Show Cause Notice
- i. A show cause notice is issued when major deficiencies exist.
 - ii. The contractor will be issued a show cause notice directing it to correct the major deficiencies. The show cause notice:
 - 1. Outlines each deficiency along with specific required actions to correct each deficiency.
 - 2. Directs the contractor to correct the deficiencies or to show cause within 30 days from receipt of the notice why enforcement proceedings should not be instituted.
 - 3. Inform the contractor that if it cannot correct the cited deficiencies within 30 days, it must submit a Corrective Action Plan (CAP).
 - 4. Include a conference date and time to discuss the acceptability of the proposed CAP and/or the correction of the deficiencies to be held approximately 15 days after contractor's receipt of the notice.
- c. Corrective Action Plan
- i. The CAP is the contractor's written commitment to correct the major deficiencies. The CAP must include:
 - 1. Actions to correct the cited deficiencies;
 - 2. Deadline for correcting each deficiency; and
 - 3. The submission of an implementation report to WisDOT along with supporting documentation.
 - ii. When an acceptable CAP is agreed upon, WisDOT will send the contractor a show cause rescission letter informing it of its compliance status contingent upon implementation of the CAP.
 - iii. After the contractor has submitted its implementation report, WisDOT will conduct a follow-up review to verify the contractor's performance of corrective actions.
 - 1. If the follow-up review determines the contractor has implemented its CAP, WisDOT will issue a closure letter to the contractor.
 - 2. If the follow-up review determines the contractor has not implemented its CAP, then WisDOT will notify FHWA and will seek appropriate remedies.

EEO Compliance Review Process (Chart 1-a)



FORM FHWA-1273 REQUIREMENTS

Several Form FHWA-1273 requirements and the recommendations to comply with these requirements are detailed on the following pages. The recommendations listed should not be viewed as the only possible ways to meet these responsibilities; contractors may use different approaches.

The relevant requirements for Form FHWA-1273 are addressed as follows:

- EEO Policy
- Discrimination Complaints
- Dissemination of EEO Policy to Applicants and Employees
- Dissemination of EEO Policy to Supervisors and Personnel Office Employees
- Recruitment / Advertising
- Wage Evaluation
- Personnel Actions Review
- Training
- Project Site
- Subcontractor Compliance
- Records and Reports

Requirement:

“The contractor will accept as its operating policy the following statement:

“It is the policy of this Company to assure that applicants are employed, and that employees are treated during employment, without regard to their race, religion, sex, sexual orientation, gender identity, color, national origin, age or disability. Such action shall include: 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, pre-apprenticeship, and/or on-the-job training.” (Form FHWA-1 273, Section II.1.b.)

Recommendations:

- The following items are recommended to be included in the EEO policy:
 - 1) Name and contact information for the company’s EEO officer
 - 2) Encourage employees to refer minority and women applicants
 - 3) Encourage employees to request information on training opportunities
 - 4) Discrimination complaint procedure
 - 5) Alternative avenues of appeal
 - 6) Company president, CEO, or owner signature and date on an annual basis

- On the following page is an example of an EEO Policy.

<COMPANY NAME>
Equal Employment Opportunity Policy

<Company Name> is an equal opportunity employer and maintains a work environment free from unlawful discrimination.

It is the policy of this company to assure that applicants are employed, and that employees are treated during employment, without regard to their sex, color, ancestry, disability, marital status, race, creed (religion), age (40 or over), use of lawful products; arrest or conviction record, honesty testing, national origin, pregnancy or childbirth, genetic testing, or military service membership. Such action shall include: 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, preapprenticeship, and/or on-the-job training.

All employees are encouraged to refer minority and women recruits for employment whenever hiring opportunities are available.

All employees are encouraged to request information on available training programs and the entrance requirements for each.

Any complaint of alleged discrimination by this company, its supervisors or employees, or any person or organization acting on behalf of this company should be reported immediately by following the company's complaint guidelines. The company will promptly investigate all complaints of alleged discrimination and will attempt to resolve such complaints. If investigation shows the complaint to be well founded, prompt and effective remedial action will be taken. The company assures that the complainant shall be protected from any form of retaliatory action.

Complaints may also be filed with the following agencies:

U.S. Equal Employment Opportunity Commission (EEOC)
(414) 662-3680
1 (800) 669-4000 (toll free number)

Wisconsin Department of Workforce Development-Civil Rights Division (DWD-CRD)
(608) 266-6860
(414) 227-4384

EEO Officer Signature

President / CEO Signature

Address:

Telephone:

Date: _____

DISCRIMINATION COMPLAINTS

Requirement:

“The contractor will promptly investigate all complaints of alleged discrimination made to the contractor in connection with its obligations under this contract, will attempt to resolve such complaints, and will take appropriate corrective action within a reasonable time. If the investigation indicates that the discrimination may affect persons other than the complainant, such corrective action shall include such other persons. Upon completion of each investigation, the contractor will inform every complainant of all of their avenues of appeal.” (Form FHWA-1273 Section II.5.d.)

“The contractor shall keep such records as necessary to document compliance with the EEO requirements. Such records shall be retained for a period of three years following the date of the final payment to the contractor for all contract work and shall be available at reasonable times and places for inspection by authorized representatives of the contracting agency and FHWA.” (Form FHWA-1273 Section II.11)

Recommendations:

- Maintain documentation of the investigation, the attempt to resolve the complaint, and the corrective action taken within a reasonable time.
- Prepare and maintain a list of any discrimination complaints filed against them with the EEOC, DWD-CRD, or other federal, state, or local agency that includes the status of the complaint.

DISSEMINATION OF EEO POLICY TO APPLICANTS AND EMPLOYEES

Requirements:

“Notices and posters setting forth the contractor's EEO policy will be placed in areas readily accessible to employees, applicants for employment and potential employees.” (Form FHWA-1273 Section II.3.d.)

“The contractor's EEO policy and the procedures to implement such policy will be brought to the attention of employees by means of meetings, employee handbooks, or other appropriate means.” (Form FHWA-1273 Section II.3.e.)

Recommendations:

- Examples of areas readily accessible to employees, applicants for employments, and potential employees include:
 - 1) WisDOT Project Job-site board
 - 2) Business office(s) main lobby area

- Appropriate documentation that the contractor's EEO policy and the procedures to implement such policy have been brought to the attention of employees should be maintained. Examples include:
 - 1) Agendas and sign-in sheets for meetings conducted with employees when the EEO policy and its implementation are explained.
 - 2) Include the EEO policy in the company handbook and require employees to sign an acknowledgement form indicating that they have read and understood the EEO policy and the implementation procedures.
 - 3) Include the EEO policy in employee paychecks once or twice a year.

- On the following pages are examples of employee meeting form and an EEO policy acknowledgement receipt.

EEO Policy Employee Acknowledgment

I acknowledge that I have received, read, and understand the <Contractor's Name> EEO policy and implementation procedures provided to me. If I have questions concerning the policy and procedure, I am to contact <EEO Officer's Name>, EEO Officer, at <EEO Officer's Contact Number>.

Employee Signature

Date

DISSEMINATION OF EEO POLICY TO SUPERVISORS AND PERSONNEL OFFICE EMPLOYEES

Requirement:

“All members of the contractor's staff who are authorized to hire, supervise, promote, and discharge employees, or who recommend such action, or who are substantially involved in such action, will be made fully cognizant of, and will implement, the contractor's EEO policy and contractual responsibilities to provide EEO in each grade and classification of employment. To ensure that the above agreement will be met, the following actions will be taken as a minimum:

- a. Periodic meetings of supervisory and personnel office employees will be conducted before the start of work and then not less than once every six months, at which time the contractor's EEO policy and its implementation will be reviewed and explained. The meetings will be conducted by the EEO Officer or other knowledgeable company official.
- b. All new supervisory or personnel office employees will be given a thorough indoctrination by the EEO Officer, covering all major aspects of the contractor's EEO obligations within thirty days following their reporting for duty with the contractor.
- c. All personnel who are engaged in direct recruitment for the project will be instructed by the EEO Officer in the contractor's procedures for locating and hiring minorities and women.” (Form FHWA-1273, Section II.3.a-c.)

Recommendations:

- Appropriate documentation that periodic meetings with supervisory and personnel office employees have been conducted should be maintained. Examples of documentation include agendas and sign-in sheets for the meetings conducted.
- On the following page is an example of an EEO Meeting for Supervisory and Personnel Office Employees.

Requirement:

“The contractor will, unless precluded by a valid bargaining agreement, conduct systematic and direct recruitment through public and private employee referral sources likely to yield qualified minorities and women. To meet this requirement, the contractor will identify sources of potential minority group employees and establish with such identified sources procedures whereby minority and women applicants may be referred to the contractor for employment consideration.” (Form FHWA-1 273, Section II.4.a.)

“In the event the contractor has a valid bargaining agreement providing for exclusive hiring hall referrals, the contractor is expected to observe the provisions of that agreement to the extent that the system meets the contractor’s compliance with EEO contract provisions. Where implementation of such an agreement has the effect of discriminating against minorities or women, or obligates the contractor to do the same, such implementation violates Federal nondiscrimination provisions.” (Form FHWA-1 273, Section II.4.b.)

Recommendations:

- **Recruitment Strategies** – Recruit internally and externally for minority and women applicants.
 - 1) Internally
 - a. Encourage employees to refer minority group applicants and women applicants for employment. Examples include:
 - i. Employee referrals can be included in the company EEO policy or employee handbook.
 - ii. Support referral of diverse applicants internally by incorporating “stuffers” requesting referrals in with paychecks periodically.
 - iii. However, relying too much on employee referrals may not yield a diverse pool of applicants.
 - b. Other internal recruitment strategies that may be used include:
 - i. Fill job vacancies through internal promotions, training, and transfers.
 - ii. Job postings may be displayed on a bulletin board or announced through newsletters, memos, or payroll stuffers.
 - iii. Job postings and employee referrals can be discussed during company meetings.
 - 2) Externally
 - a. Send letters to signatory unions and/or recruiting sources expressing the company’s commitment to EEO hiring and requesting diverse workers.
 - b. Conduct systematic and direct recruitment through public and private employee referral sources likely to yield qualified minority and women applicants. Examples of external recruitment sources include:

- i. Job Center of Wisconsin
 - ii. Highway Construction Skills Training (HCST) program
 - iii. Minority churches
 - iv. Job fairs
 - v. Vocational trade schools
 - vi. Welfare-to-work programs such as the Food Stamp Employment Training (FSET)
 - vii. Job Corps
 - c. When recruiting for employees, advertise in publications that have the potential of reaching a large readership of minority and women applicants in the project area.
 - d. Include in all employment advertisements or job announcements the notation "An Equal Opportunity Employer".
- **Documentation** – Maintain records documenting progress and efforts in recruiting minorities and women.
 - 1) Examples for internal recruitment:
 - a. Meeting agendas and sign-in sheets.
 - b. Company EEO policy or employee handbook.
 - c. Job postings published in newsletters, memos, or payroll stuffers.
 - 2) Examples for external recruitment:
 - a. Send recruitment letters to minority and women recruitment sources announcing employment opportunities and application procedures. Examples of information to include in the letters:
 - i. Project location
 - ii. Job openings
 - iii. Number of openings
 - iv. Job qualifications
 - v. Wage/salary range
 - vi. Contact information
 - vii. "An Equal Opportunity Employer" notation
 - b. Record the organizations' responses and referrals. Examples of records kept can include:
 - i. A recruitment log to include the contact information and follow-up efforts.
 - ii. An applicant flow log to document referrals.
 - c. Copies of the advertisements placed.
- On the following pages are examples of an Union Recruitment letter, recruitment letter, and a recruitment log.

Union Recruitment Letter

<Date>

Union Contact

Address

SUBJECT: Referral of Minority and Women Candidates

Dear <Mr./Ms. Contact's Last Name>:

Our company takes every measure to ensure our competitive advantage and success. The fact that we are signatory to this union is a testament of our commitment to quality, training, and cooperation. Another fact is that we are an equal opportunity employer striving to be compliant and competitive in this contracting market. We need your cooperation and referral of women and minority candidates to fulfill our expectation as an equal opportunity employer. Your assistance in our company's efforts to achieve its affirmative action and equal opportunity goals is greatly appreciated.

As you know, much of our contract opportunity is funded with federal or public dollars. These contracts include goals and requirements for diverse employees and an equitable work environment as well as documentation of our efforts and accomplishments. Federal contracts require that we document our efforts to recruit and retain women and minority candidates to demonstrate our compliance with Equal Employment Opportunity provisions.

It is our policy not to discriminate against any employee or applicant for employment because of race, religion, sex, sexual orientation, gender identity, color, national origin, age or disability. To achieve our goal of equal opportunity, we maintain an affirmative action program through which we take good faith efforts to recruit, employ, and advance qualified minorities and women.

Today we are requesting your help in referring <##> minority and women candidates to work as <Laborers/Operators/ XXXXX>. A description of the desired skills is attached. I need your response regarding the availability of candidates that fit our job needs within 3 days. If you need additional information or have any questions regarding this request, please do not hesitate to contact me at <Phone>.

Sincerely,

<EEO Officer's Name>

EEO Officer

Recruitment Letter

<Date>

<Contact Person>, <Title>
<Organization/Agency>
<Address>
<City, STATE Zip>

Dear <Mr./Ms. Contact's Last Name>:

This letter is to notify you that <Contractor's Name> is currently seeking applicants for employment on the highway construction project located in <City, STATE>. Work is scheduled to begin <Date>. Please refer applicants you feel are qualified to our office located at <Address, City, STATE>. The available job openings are listed below:

1. <Classification>

- Number of openings: <#>
- <Job qualifications>
- <Wage range>

2. <Classification>

- Number of openings: <#>
- <Job qualifications>
- <Wage range>

As an Equal Opportunity Employer, it is our policy not to discriminate against any employee or applicant for employment because of race, religion, sex, sexual orientation, gender identity, color, national origin, age or disability. To achieve our goal of equal opportunity, we maintain an affirmative action program through which we take good faith efforts to recruit, employ, and advance qualified minorities and women.

We would appreciate your organization's assistance in our company's efforts to achieve its affirmative action and equal opportunity goals. If you need additional information or have any questions regarding this request, please do not hesitate to contact me at <Phone>.

Sincerely,

<EEO Officer's Name>
EEO Officer

Requirement:

“The contractor will periodically evaluate the spread of wages paid within each classification to determine any evidence of discriminatory wage practices.” (Form FHWA-1273, Section II.5.b.)

Recommendations:

- Within each job classification, identify the gender, race/ethnicity, rate of pay, and date of hire for each employee. Compare wages paid between minorities and non-minorities and between males and females to determine if pay differentials exist.
- Ensure pay differentials are justified. Pay differentials are justified when they are based on seniority system; merit system; a difference in the quality or quantity of work; geographic work differentials; or any factor other than gender or race/ethnicity. When pay differentials cannot be justified, corrective action must be taken.
- Maintain documentation of the wage evaluation to include a statement of finding and any corrective action taken.
- The following page shows an example of a wage evaluation. For simplicity of presentation, this example includes only two job groups, but a typical wage evaluation would be broken down into several more detailed job classifications. This example is not the only method that would demonstrate compliance. Contractors should design an evaluation using their classifications and self-customized to perform a project or companywide evaluation. Contractors should solicit advice from its human resources office or attorney to provide assistance in satisfying this requirement.

Wage Evaluation of Employees

Wage Evaluation:

Job Group	Name	Race/ Ethnicity	Gender	Hourly Wage	Date Hired
Semi-skilled Laborers	John Smith	W	M	\$12.00	9/2010
Semi-skilled Laborers	Jane Smith	W	F	\$10.00	11/2011
Semi-skilled Laborers	Jose Rodriguez	H	M	\$11.00	9/2010

Job Group	Name	Race/ Ethnicity	Gender	Hourly Wage	Date Hired
Unskilled Laborers	Juan Martinez	H	M	\$9.00	10/2011
Unskilled Laborers	Joe Gonzalez	H	M	\$9.50	11/2011
Unskilled Laborers	Alfredo Ramirez	H	M	\$9.75	6/2010

Statement of Finding:

A wage evaluation was conducted for all active employees working on the project (see attached certified payroll). It was discovered that in the semi-skilled laborers job group, Jose Rodriguez (minority employee) is earning a lower wage than John Smith (non-minority employee). The pay differential could not be justified since Jose Rodriguez is performing work with the same experience and performance rating under similar working conditions at the same project site.

Corrective Action:

Therefore, the pay of Jose Rodriguez was increased to be in line with John Smith's wage rate. There were no other unjustified pay differentials found.

PERSONNEL ACTIONS REVIEW

Requirement:

“The contractor will periodically review selected personnel actions in depth to determine whether there is evidence of discrimination. Where evidence is found, the contractor will promptly take corrective action. If the review indicates that the discrimination may extend beyond the actions reviewed, such corrective action shall include all affected persons.” (Form FHWA-1273, Section II.5.c.)

Recommendations:

- Review the following personnel actions to ensure nondiscrimination and equal employment opportunity for all individuals without regard to their race, religion, sex, sexual orientation, gender identity, color, national origin, age or disability: hiring, upgrading, promotion, transfer, demotion, layoff, termination, and training.
- Summarize data of job offers/hires, promotions, resignations, layoffs, terminations, and training by job group and by gender and race/ethnicity. Evaluate the data to determine if there is any disparate impact on women and minorities.
- Maintain documentation of the personnel actions reviewed to include the data analysis, a statement of finding, and any corrective action taken.
- On the following pages are examples of personnel action logs and forms that can be used:
 - 1) Personnel Action Logs
 - a. Applicant Flow Log
 - b. Promotion Log
 - c. Termination Log
 - d. Training Log
 - 2) Personnel Actions Review Data Form
 - 3) Personnel Actions and Spread of Wages Review Form



PERSONNEL ACTIONS REVIEW DATA

<Company Name>

Project:

WisDOT ID:

Job category: OFFICIALS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										

Job category: SUPERVISORS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										



PERSONNEL ACTIONS REVIEW DATA

<Company Name>

Project:

WisDOT ID:

Job category: EQUIPMENT OPERATORS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										

Job category: MECHANICS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										



PERSONNEL ACTIONS REVIEW DATA

<Company Name>

Project:

WisDOT ID:

Job category: TRUCK DRIVERS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										

Job category: IRONWORKERS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										



PERSONNEL ACTIONS REVIEW DATA

<Company Name>

Project:

WisDOT ID:

Job category: CARPENTERS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										

Job category: CEMENT MASONS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										



PERSONNEL ACTIONS REVIEW DATA

<Company Name>

Project:

WisDOT ID:

Job category: ELECTRICIANS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										

Job category: PIPEFITTER/PLUMBERS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										



PERSONNEL ACTIONS REVIEW DATA

<Company Name>

Project:

WisDOT ID:

Job category: PAINTERS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										

Job category: LABORERS-SEMI SKILLED	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										



PERSONNEL ACTIONS REVIEW DATA

<Company Name>

Project:

WisDOT ID:

Job category: LABORERS-UNSKILLED	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTAL (count each person only once)										

TOTALS	APPLICANTS		JOB OFFERS / HIRES		PROMOTIONS		TERMINATIONS		TRAINING	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Black or African American										
Hispanic or Latino										
American Indian or Alaska Native										
Asian										
Native Hawaiian or Other Pacific Islander										
Two or More Races										
White										
TOTALS										



PERSONNEL ACTIONS AND SPREAD OF WAGES REVIEW

<Company Name>

Actions Reviewed	
<input type="checkbox"/> Applicants and Hires <input type="checkbox"/> Promotions <input type="checkbox"/> Training <input type="checkbox"/> Terminations	<input type="checkbox"/> Spread of Wages <input type="checkbox"/> Other:
Statement of Findings	
Personnel Actions	
Spread of Wages	
Corrective Actions Taken	
Personnel Actions	
Spread of Wages	
Person Conducting Review	Position / Title
Signature	Date

Requirement:

“The contractor will assist in locating, qualifying, and increasing the skills of minorities and women who are applicants for employment or current employees.” (Form FHWA-1273, Section II.6.a.)

Recommendations:

- Increase the skills of minorities, women, and disadvantaged persons so they have access and opportunity to skilled trade jobs and journey level positions in highway construction classifications.
- Make full use of available training programs such as Highway Construction Skills Training (HCST) and apprenticeship programs.
- Periodically review the training and promotion potential of minority and women employees and encourage eligible employees to apply for training.
- Advise employees and applicants of available training programs and the entrance requirements for each program. Training opportunities can be:
 - 1) Discussed during new employee orientation.
 - 2) Discussed during the employee’s performance evaluation.
 - 3) Publicized in company newsletters and flyers.
 - 4) Discussed at a meeting held for all employees.
 - 5) Included in the company EEO policy.
- Maintain records of efforts in locating, qualifying, training, and upgrading minority and women employees. Examples of records include:
 - 1) Notices, newsletters, and flyers announcing training opportunities and application procedures.
 - 2) Agendas and sign-in sheets for meetings conducted when training opportunities are announced.
 - 3) A training log showing the trainee’s name, gender, race/ethnicity, and the training received.
- Participate in WisDOT’s Federal OJT Program, Highway Construction Skills Training (HCST).

Requirement:

“The contractor will conduct periodic inspections of project sites to ensure that working conditions and employee facilities do not indicate discriminatory treatment of project site personnel.”
(Form FHWA-1273, Section II.5.a.)

Recommendations:

- Ensure that facilities provided for employees are provided in such a manner that segregation on the basis of race, color, religion, sex, or national origin cannot result. The term "facilities" includes waiting rooms, work areas, restaurants and other eating areas, time clocks, restrooms, washrooms, locker rooms, and other storage or dressing areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing provided for employees.
- Provide separate or single-user restrooms and necessary dressing or sleeping areas to assure privacy between sexes.

SUBCONTRACTOR COMPLIANCE

Requirement:

“Form FHWA-1273 must be physically incorporated in each construction contract funded under Title 23. The contractor (or subcontractor) must insert this form in each subcontract and further require its inclusion in all lower tier subcontracts (excluding purchase orders, rental agreements and other agreements for supplies or services). The prime contractor shall be responsible for compliance by any subcontractor, lower tier subcontractor, or service provider.” (Form FHWA-1273, Section I.1.)

Recommendation:

- Demonstrate good faith efforts to ensure subcontractor compliance with the Form FHWA-1273 requirements. For example, discuss Form FHWA-1273 requirements with subcontractors during the pre-construction conference or other meetings.

RECORDS AND REPORTS

Requirements:

“The contractor shall keep such records as necessary to document compliance with the EEO requirements. Such records shall be retained for a period of three years following the date of the final payment to the contractor for all contract work and shall be available at reasonable times and places for inspection by authorized representatives of the contracting agency and the FHWA.” (Form FHWA-1273, Section II.11.)

“The contractors and subcontractors will submit an annual report to the contracting agency each July for the duration of the project, indicating the number of minority, women, and non-minority group employees currently engaged in each work classification required by the contract work. This information is to be reported on Form FHWA-1391.” (Form FHWA-1273, Section II.11.b.)

Recommendation:

- A copy of Form FHWA-1391 is on the following page.

FEDERAL-AID HIGHWAY CONSTRUCTION CONTRACTORS ANNUAL EEO REPORT

1. MARK APPROPRIATE BLOCK Contractor Subcontractor	2. COMPANY NAME, CITY, STATE:	3. PROJECT NUMBER:	4. DOLLAR AMOUNT OF CONTRACT:	5. PROJECT LOCATION: (County and State)
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This collection of information is required by law and regulation 23 U.S.C. 140a and 23 CFR Part 230. The OMB control number for this collection is 2125-0019 expiring in March, 2016.

6. WORKFORCE ON FEDERAL-AID AND CONSTRUCTION SITE(S) DURING LAST FULL PAY PERIOD ENDING IN JULY 20__ (INSERT YEAR)

TABLE A																		TABLE B				
JOB CATEGORIES	TOTAL EMPLOYED		TOTAL RACIAL/ ETHNIC MINORITY		BLACK or AFRICAN AMERICAN		HISPANIC OR LATINO		AMERICAN INDIAN OR ALASKA NATIVE		ASIAN		NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER		TWO OR MORE RACES		WHITE		APPRENTICES		ON THE JOB TRAINEES	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
OFFICIALS	0	0	0	0																		
SUPERVISORS	0	0	0	0																		
FOREMEN/WOMEN	0	0	0	0																		
CLERICAL	0	0	0	0																		
EQUIPMENT OPERATORS	0	0	0	0																		
MECHANICS	0	0	0	0																		
TRUCK DRIVERS	0	0	0	0																		
IRONWORKERS	0	0	0	0																		
CARPENTERS	0	0	0	0																		
CEMENT MASONS	0	0	0	0																		
ELECTRICIANS	0	0	0	0																		
PIPEFITTER/PLUMBERS	0	0	0	0																		
PAINTERS	0	0	0	0																		
LABORERS-SEMI SKILLED	0	0	0	0																		
LABORERS-UNSKILLED	0	0	0	0																		
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

TABLE C (Table B data by racial status)																						
APPRENTICES	0	0	0	0																		
OJT TRAINEES	0	0	0	0																		

8. PREPARED BY: (Signature and Title of Contractors Representative)	9. DATE	10. REVIEWED BY: (Signature and Title of State Highway Official)	11. DATE
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This section will give information on best practice behaviors and programs/areas that would support EEO/AA efforts of companies.

Best Practice EEO Officer Actions

- Perform periodic “Tool Box Talks” to further facilitate the dissemination of company’s EEO/AA policies and practices.
- Conduct periodic surveys of field staff to ensure there has not been any discrimination and ensure understanding of company’s EEO/AA policies and practices.
- Create and maintain good relationships with local Workforce Development Boards supporting diverse hiring and training programs.
- Volunteer company participation in local job fair events and local construction training programs (i.e. HCST).
- Support referral of diverse applicants internally by incorporating marketing tools, i.e. paycheck stuffers, etc.
- Involve field staff in recruitment and interview process.
- Participation in local stakeholder committees – generally there will be at least one associated with an area or mega-project.
- Make an effort to facilitate pro-active recruitment strategies, even when you are not hiring, that connects with reliable referral resources thus building relationships for when you are hiring.
- Promote mentoring relationships among field staff with special attention on providing diverse entry-level employees with seasoned diverse mentors to assist them in navigating the terrain of the construction industry.

The listed programs and groups are examples of referral sources to use for diverse hiring as well as programs that assist in building the future pipeline of construction workforce talent. Utilizing participants from and volunteering/collaborating with these programs is encouraged.

[HIGHWAY CONSTRUCTION SKILLS TRAINING \(HCST Link\)](#)

**Statewide Contact for more information: Marguerite (Maggie) Givings,
(608) 789-7876, Marguerite.Givings@dot.wi.gov**



Wisconsin Department of Transportation (WisDOT) is responsible for planning, building, and maintaining Wisconsin's network of state highways and Interstate highway systems. Our primary task is to plan, promote and financially support statewide transportation. Working closely with other state, federal and local agencies to meet changing and growing transportation needs is inherent to our responsibilities and success.

WisDOT uses state and federal funds to facilitate the building of Wisconsin's transportation infrastructure. Our collaborative relationships and funding sources demand additional intrinsic and extrinsic responsibilities; namely, equal access to opportunities and services. Highway Construction Skills Training (HCST), formerly named TrANS, was born of the inherent responsibility to ensure that a competent workforce is available to meet highway construction hiring needs, and to address the historical under-representation of these groups in highway construction skilled crafts.

HCST is a public-private model for collaboration and success for preparing Wisconsin's untapped workforce with the skills needed to gain access to the road construction industry as laborers and apprentices. HCST demonstrates how the public and private sectors can work together to address the outreach, preparation, placement, and retention of those who have historically been underrepresented in the road construction industry, including, but not limited to women and minorities. HCST is an industry driven plan produced from the ground up by major industry and labor organizations, community-based service providers and government. There are over twenty-four core partners, including: the Wisconsin Transportation Builders Association (WTBA); National Association of Minority Contractors (NAMC-Wisconsin Chapter); Wisconsin Women's Council; the Wisconsin Laborers' District Council; and many more. HCST is a certified Pre-Apprenticeship program that offers an opportunity to help job seekers gain the necessary skills for Registered Apprenticeship.

The Wisconsin Department of Transportation contracts with [community-based organizations](#) to provide services to screen, orient and prepare people for employment as laborers in the road building industry. The HCST model integrates five components to facilitate a diverse pool of ready, willing, and able laborer and apprentice candidates for the road construction industry. The components are outreach and marketing; recruitment and screening; industry awareness, and retention of candidates and contractors.

[Outreach & Marketing](#) is a public relations campaign for our target audience of community candidates and road construction contractors. HCST service providers will tailor marketing efforts for construction career seekers and road construction contractors to ensure a realistic and comprehensive understanding of expectations and responsive referral relationship. Tasks include:

Candidates

- Network of relative, diverse community partners to facilitate comprehensive information exchange,
- Construction career orientations within impacted communities,
- Practical tool for community residents to evaluate their industry compatibility.

Contractors

- Data collection tool that documents contractor profile or potential employment needs,
- Documented, repetitive and persistent contractor outreach methodology.

Recruitment & Screening is a holistic assessment of a candidate's compatibility for a road construction career. At a minimum, it evaluates academic ability, life management practices, proven and potential skills, and career aspirations. The practical measuring stick is the employment criteria for a Construction Laborer. Providers use tools that are proven valid, culturally sensitive, and have easily translatable scores; objective tools and subjective assessments support the goal of tailored and comprehensive evaluation that may drive responsive referral. Screening evaluates compatibility for construction employment within 6 weeks; providers are expected to refer candidates who are interested but non-compatible to other resources in their network.

Industry Awareness Course

HCST service providers work closely with potential employers to identify their labor needs and tailor their classroom instruction to help prepare potential employees to be placed in jobs offered by the contractors.

HCST participants undergo an immersive minimum 120-hour soft and hard skills preparation program that incorporates industry professionals, road construction contractors or experienced road construction employees. The desired class size is 10-15 candidates to maximize interaction and enhance learning. A wide range of topics are covered, but the following represents the core of the 120-hours:

- | | |
|--|--------------------------------|
| • Physical Conditioning | • Job Site Safety Issues |
| • Tool Identification/Usage | • Map Reading |
| • Construction Terminology | • CDL Written Test Preparation |
| • Construction Math | • Hands on Projects |
| • Apprenticeship Overview & Test preparation | • Work Ethics |

In order for a candidate to become a HCST graduate, they must

- Pass one CDL written exam
- Pass an apprenticeship test from one of the skilled trades
- Receive certification as a Flagger
- Complete OSHA 10/30 Safety training

Job Bank Coordination & Placement

Think of HCST as an employment service for WisDOT's road construction contractors that gets its employee pool from the communities impacted most by our projects. The key is the coordination of

contractor's potential needs and compatible HCST graduates in a tailored and timely manner to provide a pipeline of laborers to WisDOT contractors.

The placement process is similar to sales in that the service provider integrates the contractor's ideal requirements into the marketing pitch when soliciting hiring opportunities for HCST graduates. The goal is to initiate a construction career for HCST graduates which happen by placing them in industry employment that exceeds 30 days in one construction season.

Service providers make every effort to understand the employer's needs and convey how the HCST program and its graduates are ready, willing, and able. They review and inventory the pool of contractors that typically work on WisDOT projects to create a database of potential employers.

The database becomes a contact list for information exchange regarding potential employment opportunities, employment expectations, classroom support or presentations. Additionally, service providers maintain a list of construction-related employment alternatives to build employment placement rates and increase graduate marketability in the road construction industry.

Tools & Documentation include:

- Contractor Needs Assessment
- Contractor Contact List
- Contractor Profile
- HCST Graduate Profile/Skill Summary
- Documentation of all efforts to place each HCST graduate
- Documentation of referrals to WisDOT contractors

Retention of Candidates & Contractors

At a minimum, this component provides assistance to an individual or a contractor to retain their participation as employers and employees within the industry, continuing employment, retention, and related support services such as, but not limited to activities such as mentoring services, cultural competency training, apprenticeship test preparation, remedial skills training, gap skill training.

Tasks include:

- Continuous tracking of HCST graduates,
- Coordinated job site visits to assess graduate performance & contractor satisfaction,
- Contractor Interview or survey tool.

Candidate Retention/Case Management

There is a recurring expectation to ensure that current HCST workers are rehired and retained in the industry. We recognize that a successful road construction employee will move between multiple employers because the work is iterative. Keeping graduates in the industry so that they progress to journey worker status is the aim of the HCST effort. WisDOT and the HCST service providers work to remove barriers to success by providing backup or temporary assistance for barriers such as childcare and transportation.

Tools may include:

- Survey of candidate's needs,
- Job Satisfaction interview,
- Systematic communication/follow-up plan,
- Manage monetary emergency assistance fund.

Contractor Retention

A contractor who has hired a HCST graduate is the best marketing tool. HCST providers proactively seek to build positive working relationships with contractors regarding the program and its graduates. Contractors are queried for workforce needs projections, logical hiring season, optimal means of communication. Annually, contractors who hire HCST graduates are surveyed for satisfaction and ideas for program improvement.

After placement, HCST Service providers will follow-up with contractors offering collateral services to keep the HCST graduate employed and increase their marketability by coordinating employer-requested support such as mediation, off-season training to enhance skills, supplemental support for tools or travel, coordinating mentoring support.

Other examples of HCST service provider contractor retention have been cultural competence training for contractor's staff, breakfast meet and greet sessions, public recognition for contributions and hiring in local publications or award presentations.

In summary, HCST is WisDOT's investment in Wisconsin's untapped workforce that resides within the communities impacted by our projects. The initiative started and continues as a collaborative effort that proactively engages relevant stakeholders in workforce development, career enhancement and economic development. By engaging like-minded stakeholders and leveraging existing resources, we can attest to the positive return on investment for WisDOT and the state of Wisconsin. HCST embodies Margaret Mead's quote that "a small group of thoughtful people could change the world. Indeed, it's the only thing that ever has."

Local Workforce Investment Boards/Job Centers

Connect with your local Workforce Investment Boards/job centers as a source to post jobs and learn about how you can connect with candidates and volunteer opportunities. The map below shows the various regions throughout the state. Every region has a board, job centers, and resources to assist business.

Visit the Wisconsin Department of Workforce Development website for more information on Job Center of Wisconsin, etc.

<https://jobcenterofwisconsin.com/Presentation/Employers/Default.aspx>

<https://dwd.wisconsin.gov/det/employer.htm>

Connect with your local Workforce Investment Boards:

<https://dwd.wisconsin.gov/dislocatedworker/wda/wda-map.htm>

Use the Job Center of WI for Assistance with:

- Recruitment
- Retention
- Labor Markets
- Staff Training
- Employer Assistance

To contact job service management: <http://wisconsinjobcenter.org/directory/management.htm>

To contact local program liaison: <https://dwd.wisconsin.gov/wioa/contact.htm>



-END-