

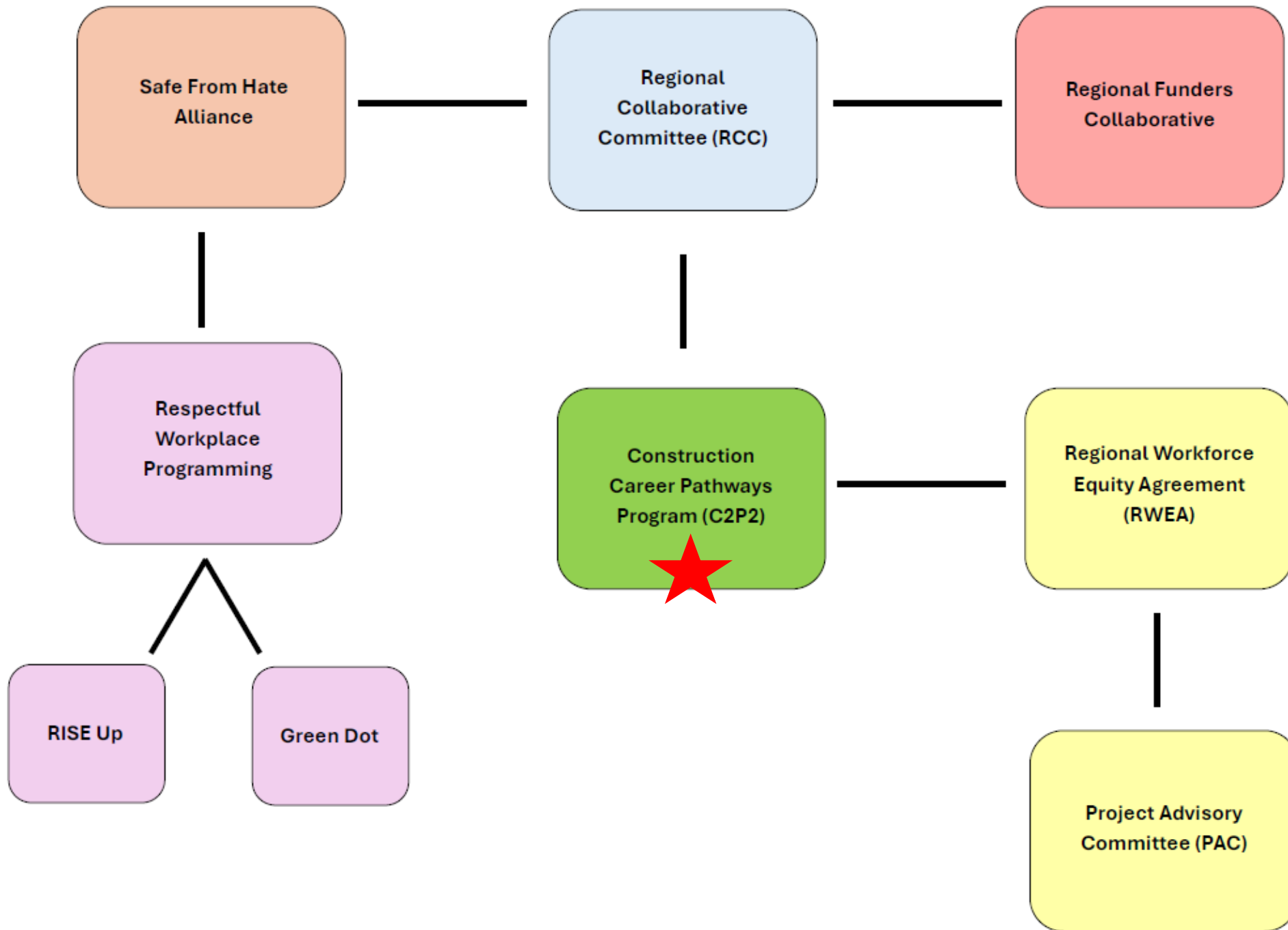


Alphabet Soup: Decoding Regional Workforce Development and Retention Initiatives

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Objectives

1. Understand the Landscape
2. Engage with Purpose



Construction Career Pathways Program (C2P2)

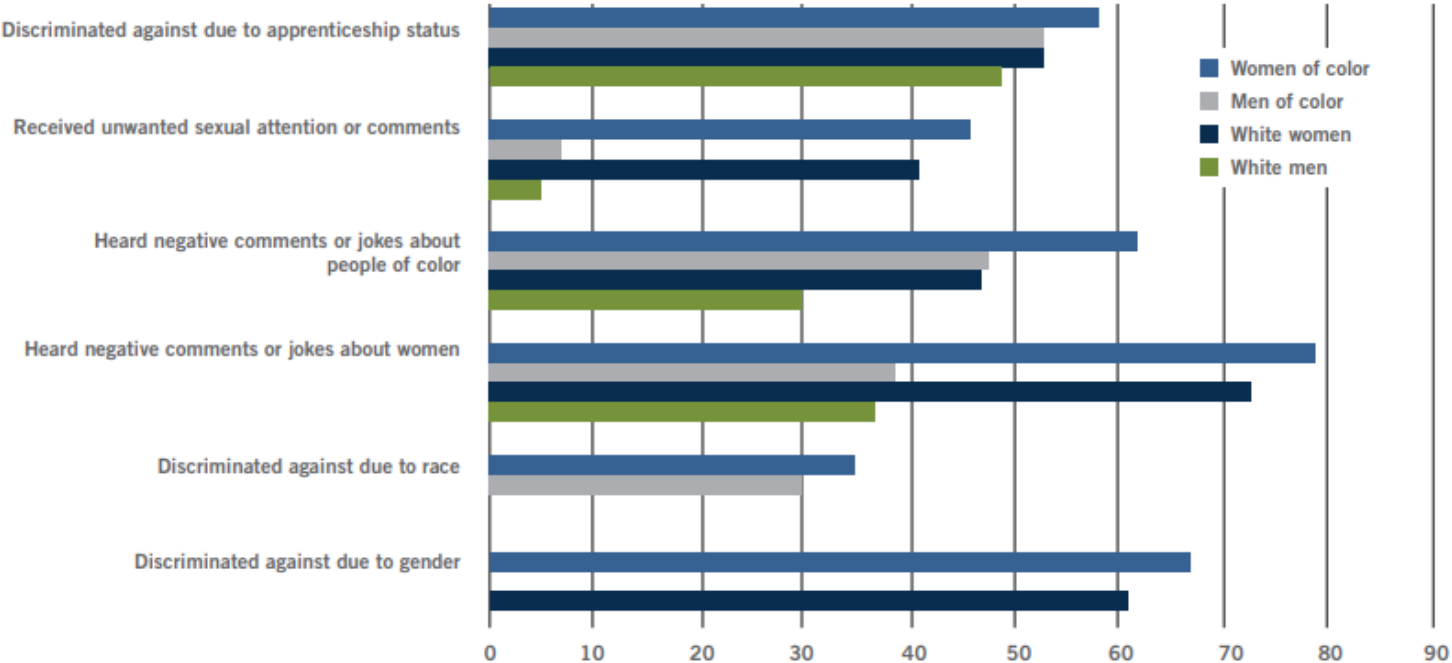


PORTLAND METRO REGION
CONSTRUCTION WORKFORCE
MARKET STUDY

2018



FIGURE 5. PERCENTAGE OF OREGON APPRENTICES WITNESSING OR EXPERIENCING HARASSMENT AND DISCRIMINATION, BY RACE AND GENDER (2014-2015)



Wilkinson, Lindsey and Maura Kelly. 2016. (Still) Building A More Diverse Workforce in the Highway Trades: 2016 Evaluation of the ODOT/BOLI Highway Construction Workforce Development Program. Available at: <http://www.pdx.edu/sociology/maura-kelly>

Construction Career Pathways Program (C2P2)



180 Hours

engagement with building trades partners

20+

Contractors



engaged through NAMC & PBDG organized focus groups

Multiple rounds of input sessions with



12+ community based organizations

Ongoing engagement with

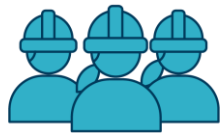
5 key construction training providers



Strategic partnership with Worksystems, Inc. including a market study contract and direct participation in the public owners workgroup

Construction Career Pathways Framework (C2P2)

Public agencies in the Portland Metro region are working together to grow and diversify the construction workforce by:



Setting consistent workforce diversity goals



Increasing recruitment & retention of diverse workers



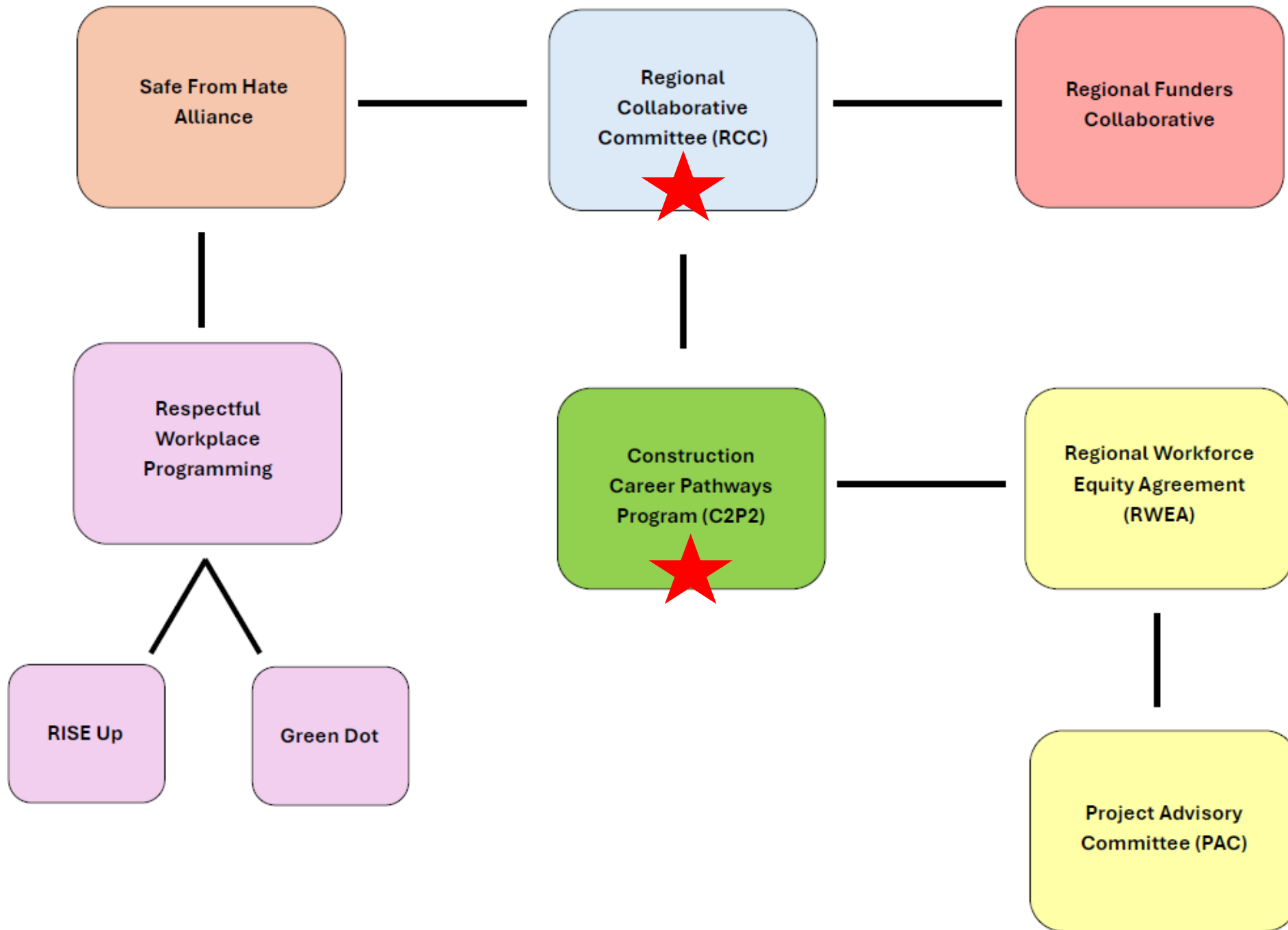
Building accountability through tracking and workforce agreements



Ongoing regional collaboration

Construction Career Pathways Framework (C2P2)





Regional Collaborative Committee (RCC)

The Regional Collaborative Committee (RCC) is a partnership between public agencies, community-based organizations, trades, pre-apprenticeship programs, and industry groups committed to creating sustainable workforce opportunities for BIPOC and women workers in the Portland region.

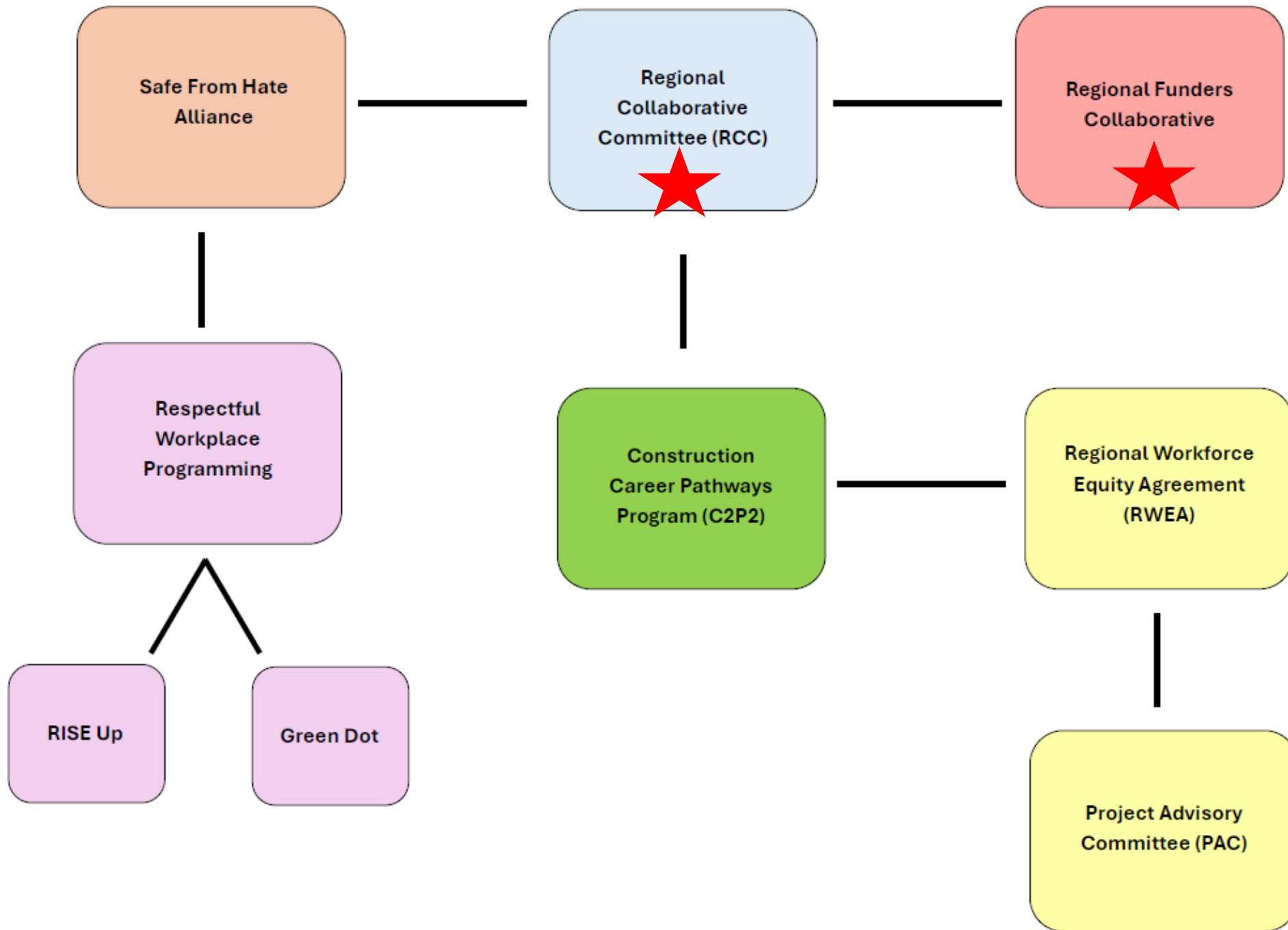


Regional Collaborative Committee (RCC)

The Committee's efforts are informed by the Construction Career Pathways (C2P2) framework to support and grow a diverse construction workforce. The Committee has developed four focus areas aimed at:

- Implementation
- Safe from Hate
- Data & Dashboard
- Regional Funders Collaborative





Regional Funders Collaborative

The Funders Collaborative is a committed group of public agencies implementing the Construction Career Pathways Framework and collectively investing in the recruitment, retention, and training of diverse construction workers entering the industry



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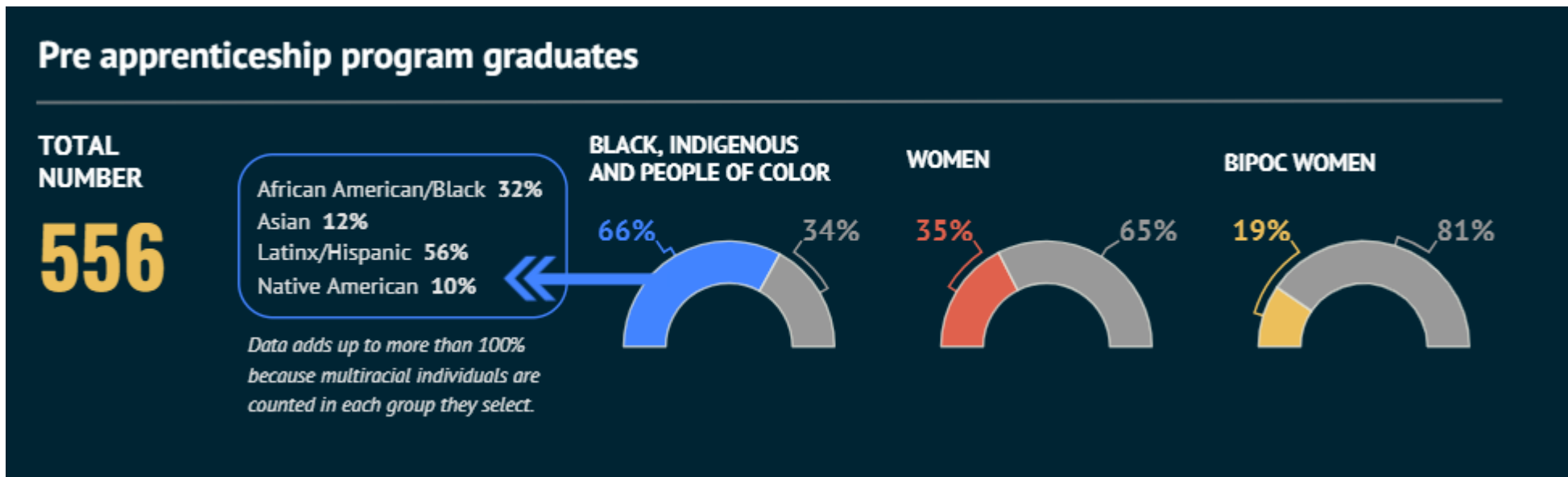
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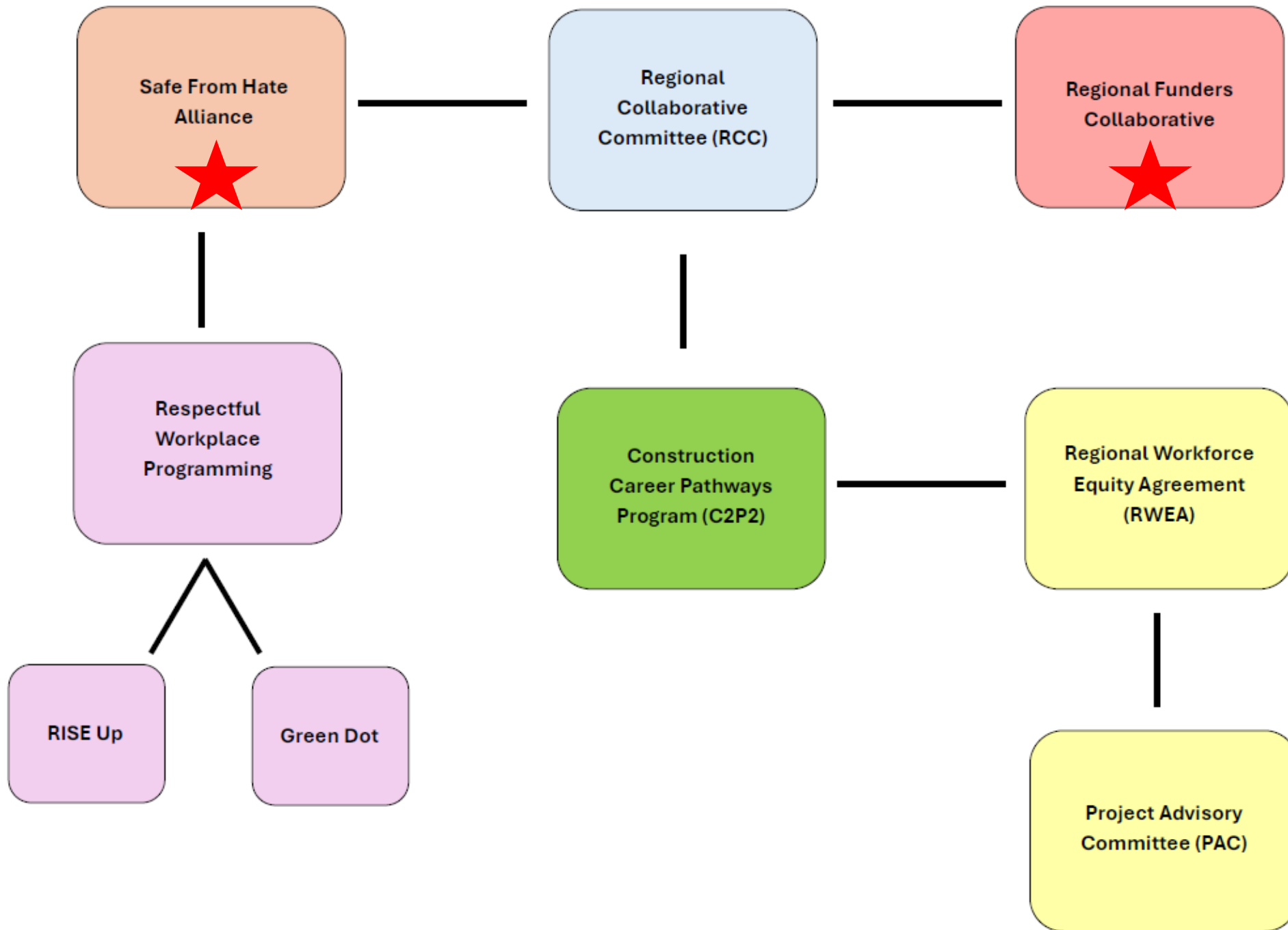
Objective: Collaborate to govern and operate a regional construction careers funder collaborative that supports the region's construction career pipeline through collective input, funding for training, retention, outreach, and supportive services based on identified needs and opportunities



Regional Funders Collaborative

Stakeholders & Engagement





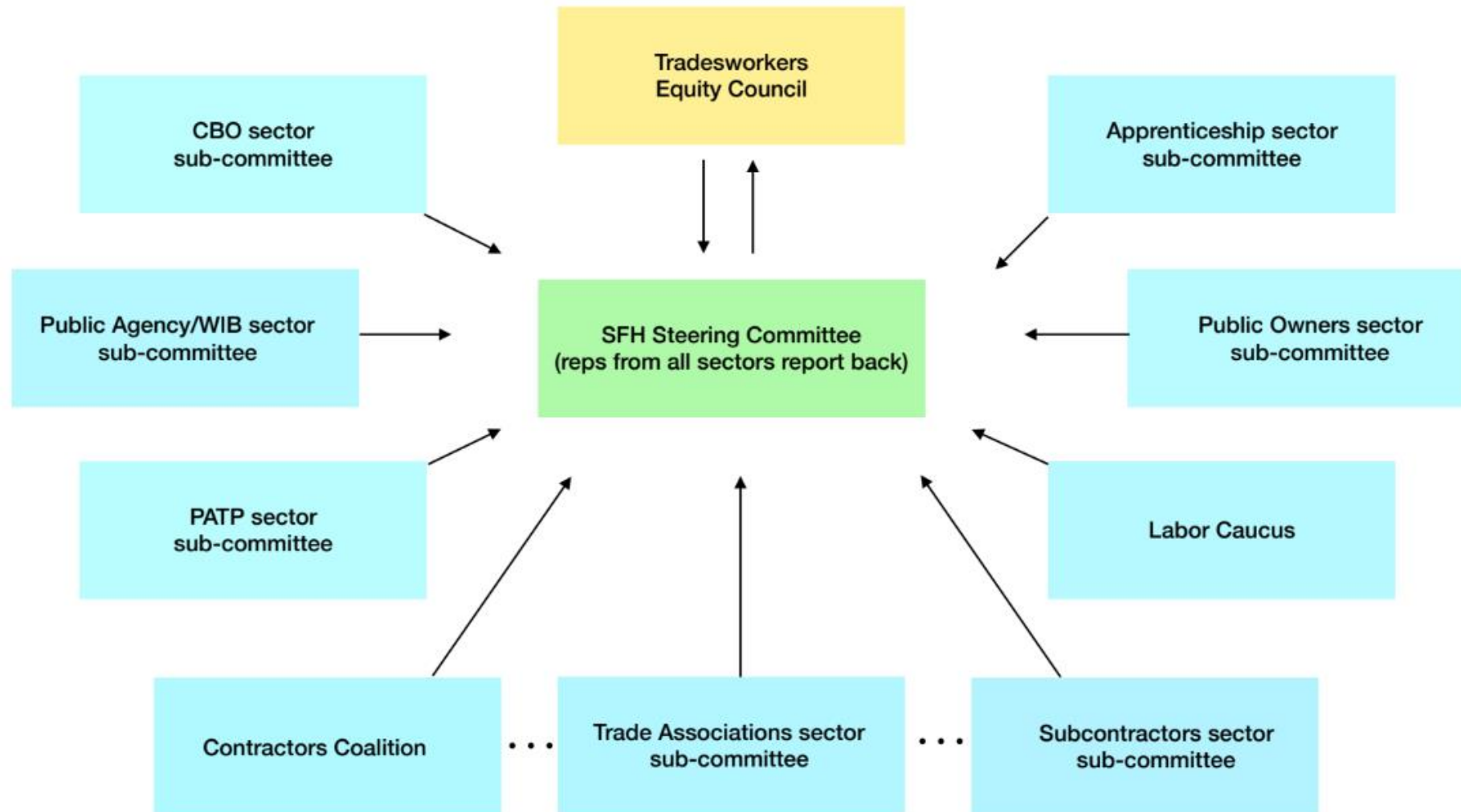
Safe From Hate

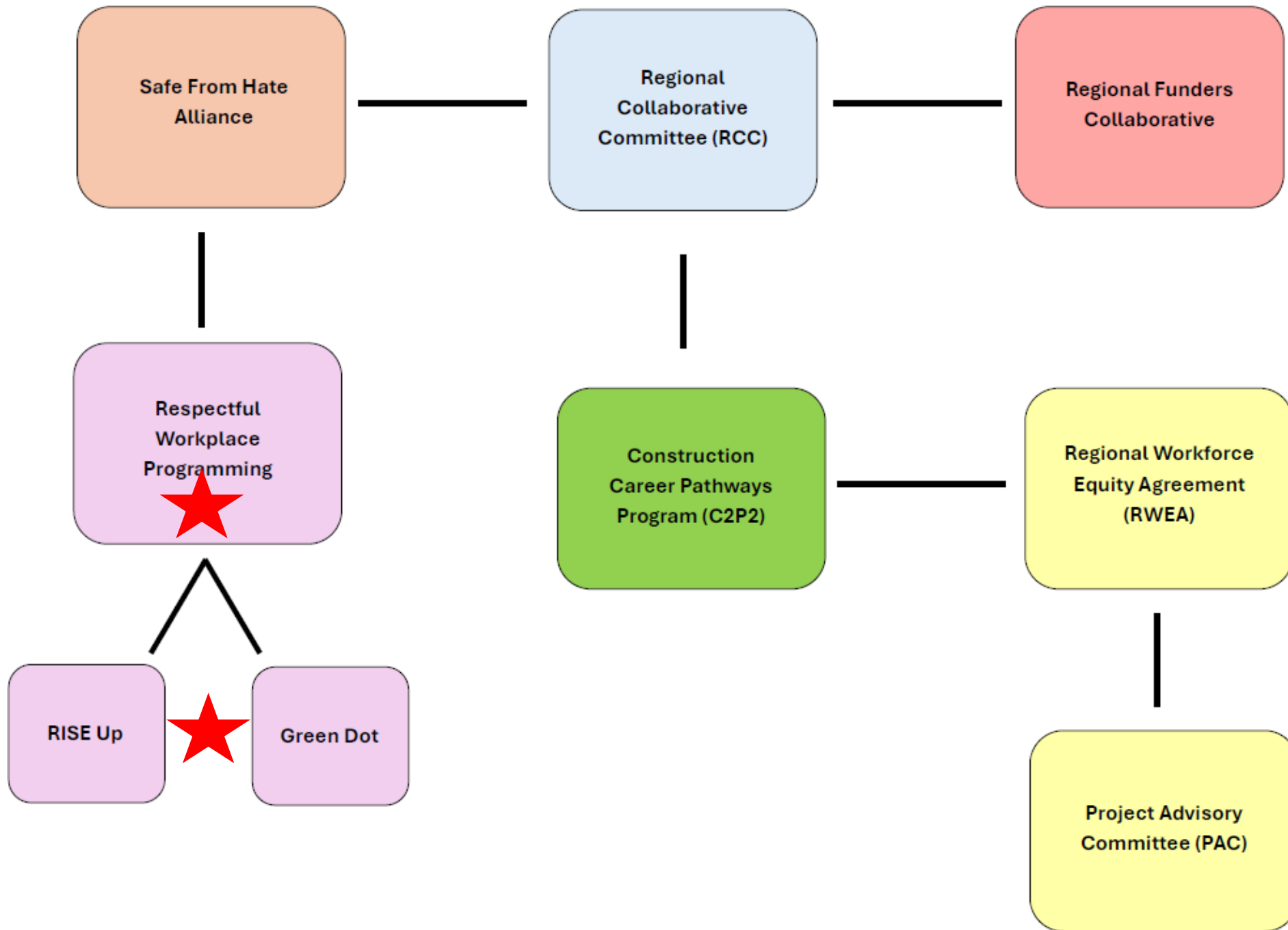
The Safe From Hate Alliance unites industry employers, trade associations, unions, registered apprenticeship programs, public owners, and community partners to ensure all workers can be safe on their job-sites and work in an environment that is respectful for everyone.

- Enforce a zero-tolerance policy
- Implement & expand positive jobsite culture
- Work with community partners
- Leadership development



Safe From Hate





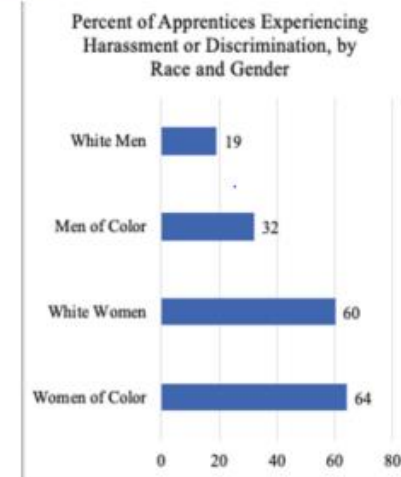
Respectful Workplace Programming

Regional Respectful Workplace Model Review Committee Recommendations



Harassment and discrimination on construction job sites create hostile work environments that negatively impact safety, productivity, and retention of a skilled workforce. These challenges disproportionately harm women, Black, Indigenous and other people of color (BIPOC) in the Construction industry. Positive jobsite culture, which provides a workplace free from harassment and discrimination, is good for the industry's long term success and sustainability: it minimizes work stoppages and lost time, improves performance, supports safety protocols, enhances employee engagement, supports retention of a skilled workforce, increases health and wellness of workers and increases overall productivity.

Diversity, equity and inclusion are multi-faceted issues that need to be tackled holistically to better engage and support all workers in the industry, and in particular those who have been historically excluded and marginalized, such as women and BIPOC. The construction industry has historically struggled to recruit and retain skilled workers from diverse backgrounds. A major factor in poor apprenticeship completion rates, particularly with women and people of color, is witnessing or experiencing harassment and/or discrimination on the worksite.



A recent PSU study surveying State-registered apprentices found clear evidence of prevalent harassment and discrimination in the field. This study also found that experiencing harassment and discrimination negatively impact workers' completion rates.

Green Dot & RISE Up 4 Equity

Why we recommend Green Dot and RISE Up



The Green Dot concept is easy to visualize: a negative event is a "red dot," and every choice to be proactive as a bystander is categorized as a "new behavior" and thus a "Green Dot." Individual decisions (green dots) group together to create larger change and translates directly to culture change on worksites.

After reviewing the four models described in Appendix A, the Committee strongly recommends Green Dot and RISE Up as the most promising for the industry in the region.

Green Dot

The Green Dot Bystander Intervention training is based on a model that has been applied in school, community, and military settings and has trained over 600,000 individuals. The Construction specific curriculum was first designed in partnership with [Alteristic](#) in 2015 in Portland, Oregon. The design process included deep focus groups made up of women, people of color, General contractors, apprentices, journey level workers and other stakeholders all informing the approach and what aspects of the trades were critical to take into account when applying the Green Dot program to this industry.

The Committee was impressed with many attributes of this training. Alteristic was the organization with the longest history and experience with prevention and culture change work. Green Dot for construction has the potential to go national as a model, given its proven history of scaling training on college campuses, the military and the Forest Service. Alteristic has a deep understanding, based in research and evaluation, of what it takes to truly shift behavior real-time in a workplace based on best practices in culture change work. They are well known across the country as experts in harassment prevention approaches. The adaptation of Green Dot for the Trades was developed in Portland by real construction workers and contractors. Additionally, the model is user friendly and accessible. It includes addressing real issues head on directly on the jobsite, it is well-structured with a variety of modules such as toolbox talks and longer trainings for influencers of the jobsite culture. The Green Dot concept is easy to visualize: a negative event is a "red dot," and every choice to be proactive as a bystander is categorized as a "new behavior" and thus a "Green Dot." Individual decisions (green dots) group together to create larger change and translates directly to culture change on worksites.

Lastly, preliminary evaluation conducted by Portland State University on the Multnomah County Central Courthouse (MCCCCH) jobsite that piloted Green Dot proves that the training does improve the jobsite culture. In that way, this model presents real promise. None of the other models have yet been evaluated for effectiveness, but Green Dot has a history of ongoing evaluation, adaptation, and improvement. This pilot project shows that the model has demonstrated measured improvement and therefore is a model that has the potential to make real impact in addressing jobsite culture in construction.

RISE Up

The Committee also strongly recommends RISE Up, which has many similar positive aspects. As with Green Dot, RISE Up uses a bystander intervention model to prevent bullying and harassment. The program was also developed through in-depth focus groups of women and minorities in the trades locally in the Seattle area. It is a program that was created by [ANEW](#), a local community-based pre-apprenticeship program, who also administers the program and trainings.

Additionally, RISE Up is currently going through an evaluation process with Portland State University: evaluation of its effectiveness should be available within the next year or so. It also uses a variety of modules such as employee orientations, tool box talks, and manager training, making the curriculum easily accessible to all workers throughout the organization.

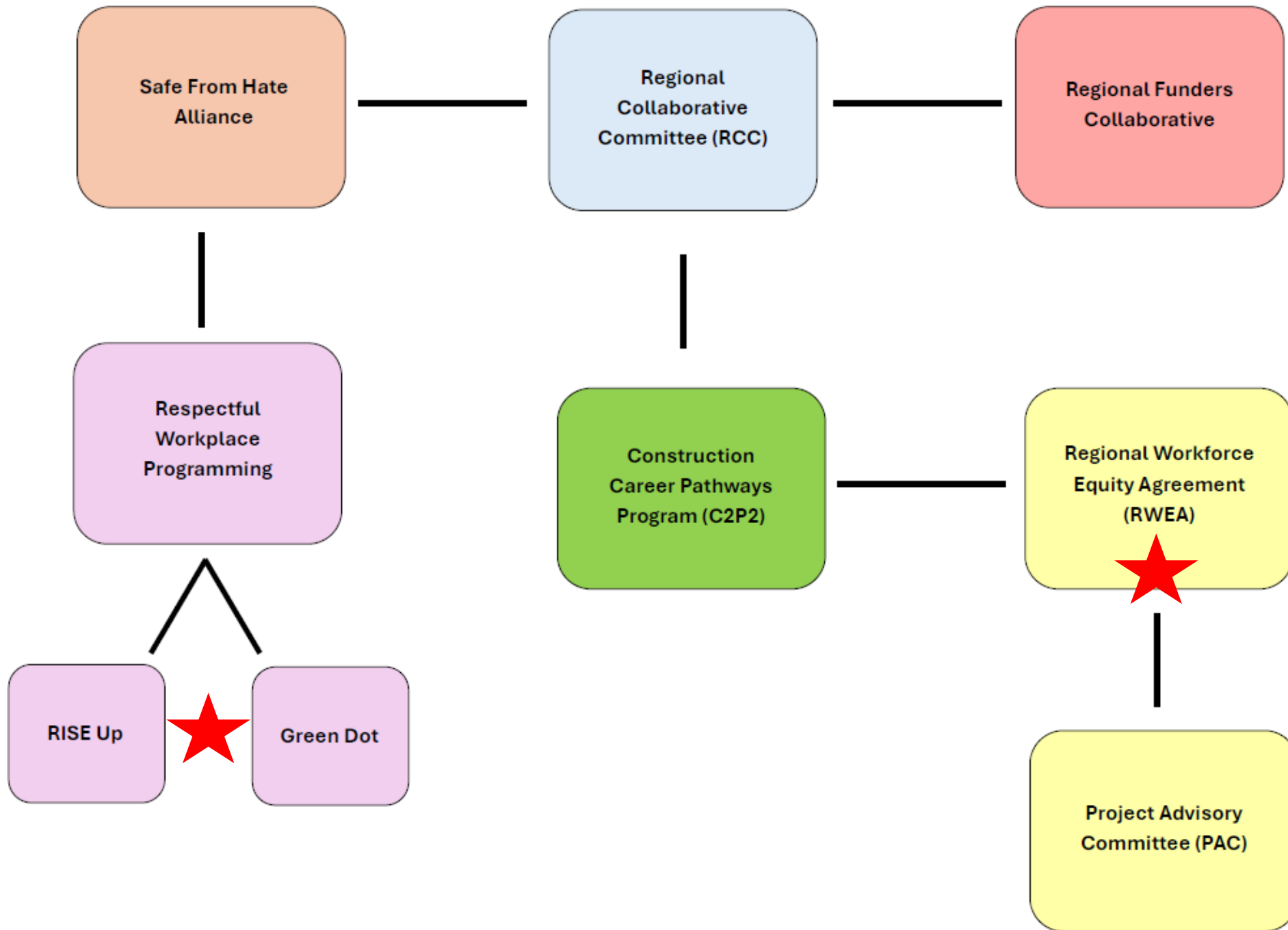
RISE Up has additional aspects the Committee found to be more comprehensive as an overall package. This includes marketing and jobsite materials, mentorship programs, organizational assessments, a Jobsite Team creation, and a 3rd party incident reporting service.

RISE Up has been scaled in the Seattle area with public owners such as the City of Seattle and Sound Transit requiring it on their jobsites. ANEW has worked with these project owners to cater the program branding as well as customize the trainings to fit their agency needs. Lastly, RISE Up is actively being explored for adoption by industry leaders and has a business model structured to expand quickly. AGC Washington is looking to adopt for their members as well as other chapters across the country. Through an "affiliate" model, RISE Up is willing to train and designate local providers to administer the training locally.

The Committee felt that the RISE Up model achieved the most desired elements: It is scalable, clearly outlines the costs to participate, is open to tailoring and customization, covered more breadth of subjects and resources beyond the training, was created by a community partner invested in diversifying the trades, is specific for construction and is already being used in Seattle, includes clear policy influence and was originally developed by those most impacted by jobsite culture.

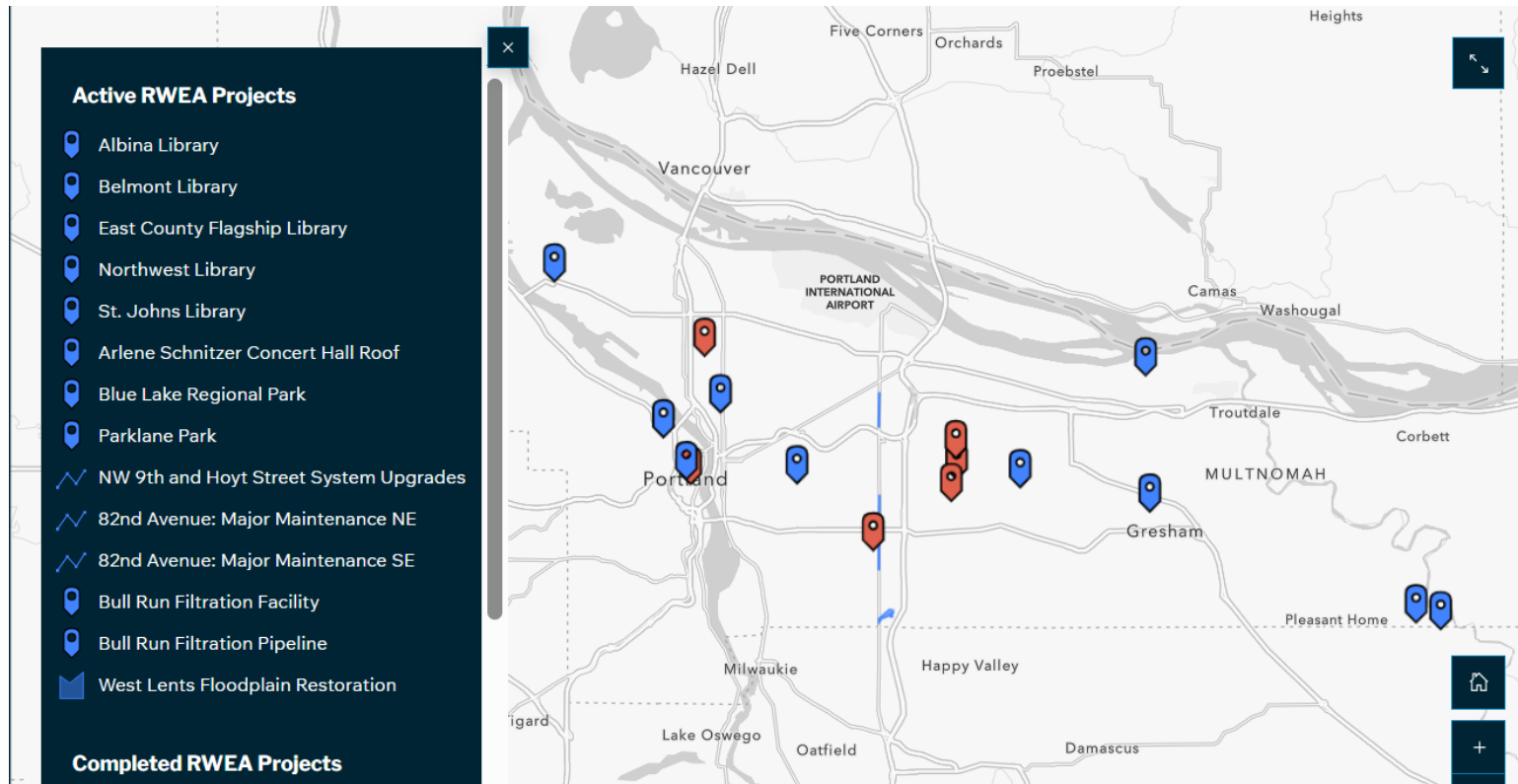


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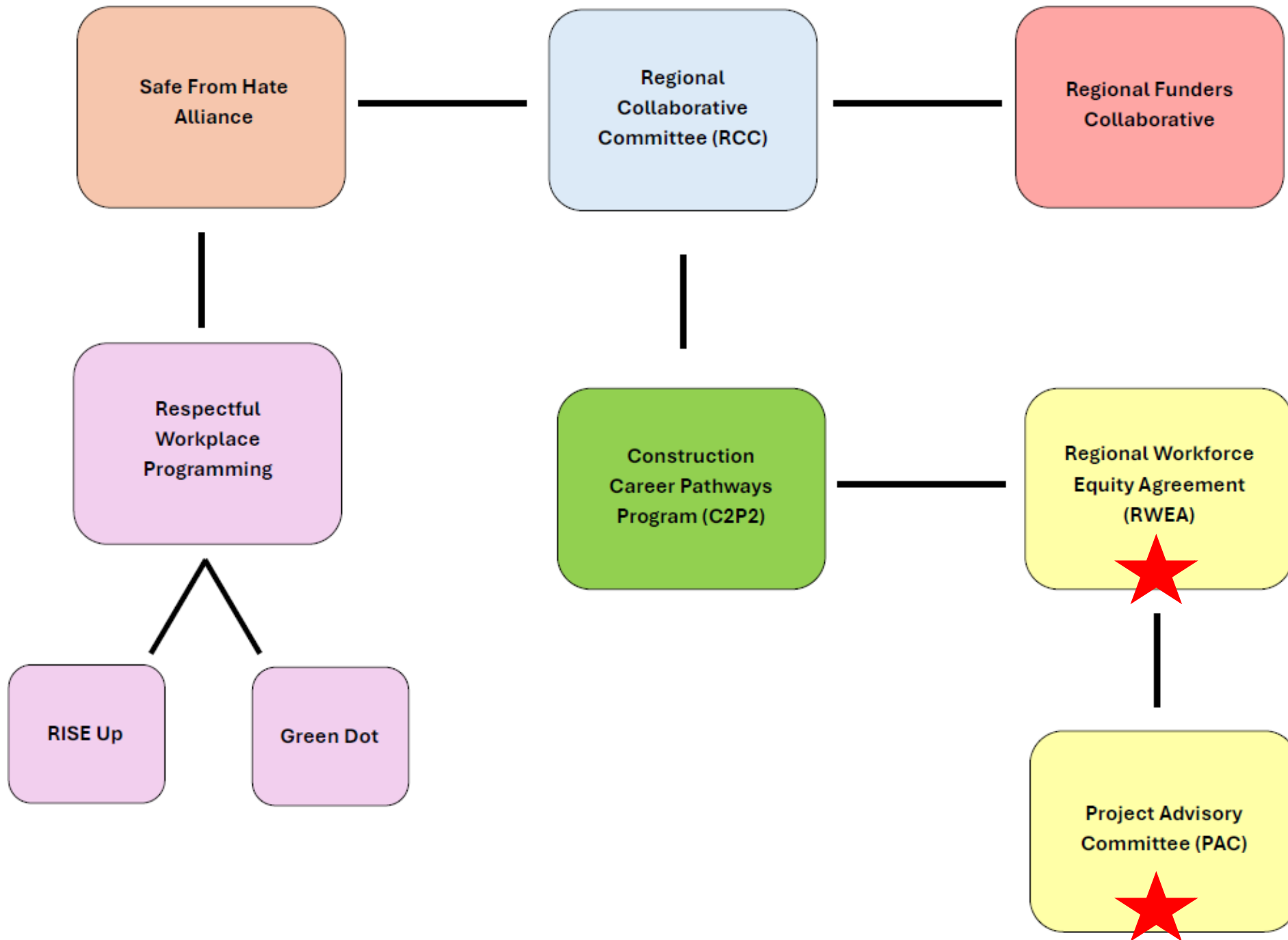
Regional Workforce Equity Agreement (RWEA)

In the spring of 2022, Metro the City of Portland, and Multnomah County finalized and approved one of the first multi-jurisdictional agreements in the country.



Regional Workforce Equity Agreement (RWEA)

- **Lessen barriers into apprenticeship**
- **Regional approach**
- **Anti-harassment protections**
- **High-road contractor standards**
- **Equity contractor protections**
- **Workforce development funding**



RWEA Project Advisory Committee (PAC)

The Project Advisory Committee (PAC) meets monthly to advise on the implementation of the Regional Workforce Equity Agreement (RWEA). It is a forum for communication, identifying challenges, and problem solving as contractors, unions, public owners, and workforce partners work together to recruit, train, and retain BIPOC and women workers.

