

# Construction Career Pathways Project



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# Construction Career Pathways

## Project Outcomes

- Increase career opportunities for people of color and women to meet the regional demand for a skilled construction workforce.
- Regional coordination to leverage collective efforts.
- Establish consistent recruitment, training and retention policies & practices.
- Highroad industry standards become the norm.



Strategic plan to advance racial equity, diversity and inclusion

# Public Owner Workgroup

**City of Beaverton**

**Beaverton**

**School District**

**Bureau of Labor  
and Industries**

**Home Forward**

**Metro**

**Multnomah County**

**North Clackamas  
School District**

**Oregon Department  
of Transportation**

**Oregon Health  
Sciences University**

**Port of Portland**

**City of Portland**

**Portland  
Community College**

**Portland  
Public Schools**

**Portland State  
University**

**Prosper Portland**

**TriMet**

# Integrated stakeholder engagement

 **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



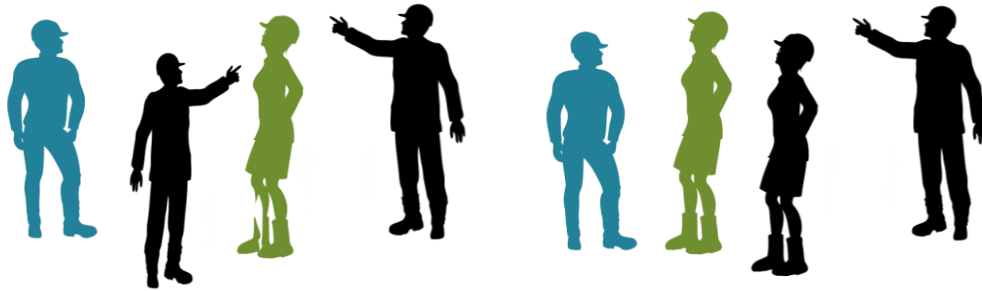
Ongoing  
engagement with  
**5** key construction  
training  
providers



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



## 81 Large Capital Projects



## Contractors

COBID/MWESB  
Goals

## Workforce

17% Nearing  
Retirement

Women Completion  
rate: 38%

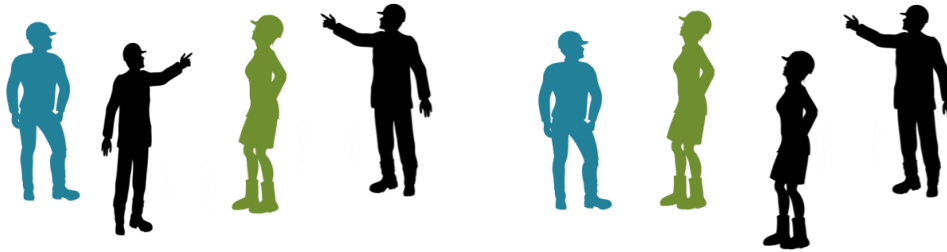
People of Color  
Completion Rate:  
36%



Loss of \$10K per apprentice that doesn't make it through year one

# Equity in Construction

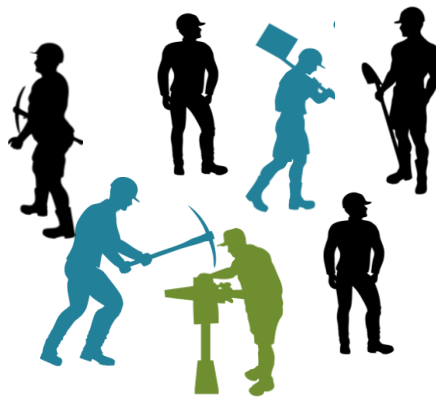
Contractor



Foreman



Journey-level Worker



Apprentice



# Construction Career Pathway



# Metro Construction Workforce Market Study, 2018

## INCREASE RECRUITMENT OF DIVERSE WORKERS

- Ensure steady funding stream to increase capacity of pre-apprenticeship programs
- Increase direct entry from pre-apprenticeship into apprenticeship programs
- Promote recruitment of diverse workers through referrals
- Coordinate additional outreach efforts across the region through partnerships with trusted community organizations and community leaders
- Establish stronger collaboration and alignment across regional and state systems such as K-12, WorkSource, etc.

## INCREASE RETENTION OF DIVERSE WORKERS

- Address construction job site culture through respectful workplace trainings with proven results
- Increase monitoring of on the job training of apprentices by well-trained experts
- Formalize mentorship resources for diverse workers
- Invest in ongoing supportive services for apprentices

## DEVELOP MORE ROBUST EQUITY POLICIES AND PRACTICES

- Enforce contract goals, with consequences for non-compliance
- Improve oversight to achieve workforce goals on public projects
- Create contractor incentives in bidding process for past equity performance and compliance
- Improve and ensure a transparent system for reporting and monitoring of workforce goals
- Create consistent opportunities for connections across sectors to collectively problem solve
- Adopt shared policies and processes across agencies
- Sustain a regional investment in the construction workforce pipeline



PORTLAND METRO REGION  
CONSTRUCTION WORKFORCE  
MARKET STUDY

2018

**work.**  
The Portland Metro Workforce Development Board



# 1 Workforce Diversity Goals

- **20% of total work hours** in each apprenticeable trade performed by **state-registered apprentices**.
- **14% of total work hours** performed by **women and women-identified persons** – both journey and apprentice-level workers in each trade
- **25% total work hours** performed by **persons of color** – both journey and apprentice level workers in each trade



# 1 Diversity Goal Thresholds

Tiers	Cost Threshold	Requirements
<b>Tier 1</b> – <i>not subject to workforce diversity goals</i>	Total project costs under \$200,000	Projects are <u>not</u> subject to workforce diversity goals – but <b>tracking workforce participation and recruitment and retention</b> efforts is preferred.
<b>Tier 2</b> – <i>subject to workforce diversity goals</i>	\$200,000 - \$4,999,999 million	<b>Contractors shall document good faith efforts to meet targeted workforce diversity goals</b> ; Project is <u>not</u> subject to full Labor Agreement
<b>Tier 3</b> – <i>subject to workforce diversity goals and Workforce Agreement</i>	\$5 million and above	<b>Subject to all workforce goals and all provisions outlined in Workforce Agreement.</b>

# 2 Investing in recruitment & retention of diverse workers

- Consistent funding stream
- Job readiness
- Wrap around support services
- Regional stakeholder and agency coordination



# 3 Changing the culture on job sites



- Utilize contracting and workforce agreements to institutionalize positive workplace training
- Contractor and Trades accountability for job site culture
- Identify resources, training curriculum

## 4 Workforce agreements

Boilerplate workforce agreements that establish workforce standards, hiring goals, safety rules, workforce harassment prevention, and conflict resolution

## 5 Regional tracking & reporting

Establishing a coordinated regional system for tracking and ongoing monitoring of workforce diversity outcomes

# Metro Adoption Teams

## Regional Engagement

Council  
Office

Government  
Affairs & Policy  
Development

Diversity  
Equity &  
Inclusion

Office of  
Metro  
Attorney

## Adoption & Implementation Project Team

Diversity  
Equity &  
Inclusion

Office of  
Metro  
Attorney

Construction  
Project  
Management Office

Finance & Regulatory  
Services -  
Procurement

Asset  
Management &  
Capital Planning

# Adoption & Implementation Focus Areas

Budget

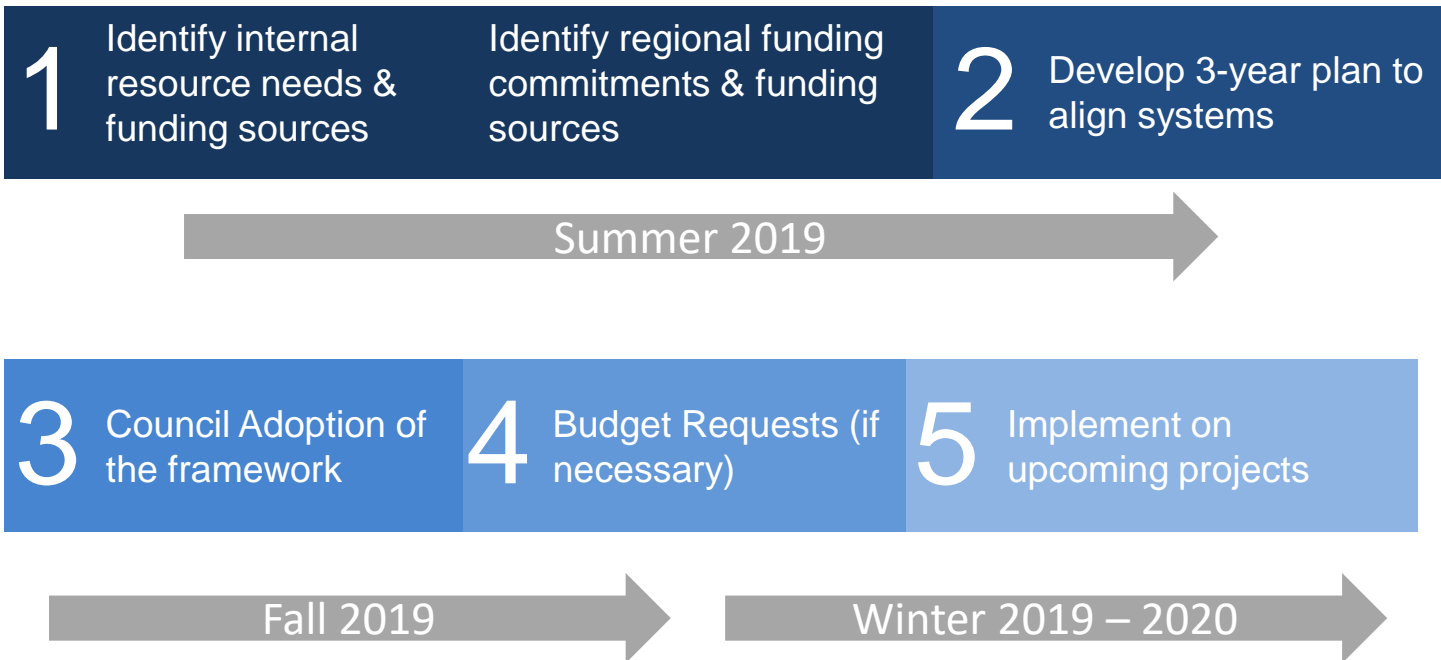
Internal  
Execution &  
Capacity Building

Contracts &  
Solicitation

Reporting &  
Monitoring

Contractor  
Engagement

# Metro Timeline





# Kennitha's Story



*A Snapshot of Efforts Underway to  
Diversify Greater Portland's Construction  
Industry*



# Questions

- How does the proposed policy framework align with Council priorities?
- As we prepare for the implementation of the framework at Metro, what guidance does Council have for project staff?

