On-The-Job Training Supportive Services (OJT/SS) Accomplishment Report for FY 2021

December 2021

Vermont Agency of Transportation
Office of Civil Rights and Labor Compliance
219 North Main Street
Barre, VT 05641
http://vtrans.vermont.gov/civil-rights
Program Participant Demographics:

The Vermont Agency of Transportation (VTrans) Office of Civil Rights & Labor Compliance uses On-the-Job Training/Supportive Services (OJT/SS) funding from FHWA to provide comprehensive pre-employment training, case management, job placement, and continuing education services to women, minorities and other disadvantaged individuals who are underrepresented in the industry in order to increase the targeted group's participation and advancement in the highway construction and transportation workforce.

In FY 2021, VTrans provided workforce training and support to ninety-six (96) women, minorities and disadvantaged individuals through the VTrans’ OJT/SS program, Employment Diversity in Highway Construction (EDHC). EDHC programs consist of On the Job Training, CDL Funding and Highway Construction Training Subsidy. The chart below provides a breakout of FY 2021 EDHC participation by program. Two trainees participated in multiple EDHC programs during the fiscal year.
The following chart reflects program participation by gender:

![FY 2021 EDHC Participants by Program and Gender](image)

The next chart depicts EDHC participants by race/ethnicity and gender:

![FY 2021 EDHC Participants by Race and Gender](image)
The following chart depicts the birthplace of FY 2021 EDHC participants. They were born in 12 different countries and more than 20% of them indicate that their first language is not English:

![Birthplaces of FY2021 EDHC Participants](chart)

**Gender and Race/Ethnicity Summary for FY 2021 EDHC Participants:**

The following table provides a summary of the gender and race/ethnicity breakout for all FY 2021 EDHC Participants:

<table>
<thead>
<tr>
<th>EDHC Program by Gender</th>
<th>OJT</th>
<th>CDL</th>
<th>Skills Training Subsidy</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>5</td>
<td>41</td>
<td>3</td>
<td>49</td>
</tr>
<tr>
<td>Female</td>
<td>12</td>
<td>32</td>
<td>3</td>
<td>47</td>
</tr>
<tr>
<td>Total Participants</td>
<td>17</td>
<td>73</td>
<td>6</td>
<td>96</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EDHC Program by Race</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Total Male</th>
<th>Total Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black/African American</td>
<td>2</td>
<td>24</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>27</td>
<td>1</td>
</tr>
<tr>
<td>Asian</td>
<td></td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1</td>
<td>3</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Native American</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>White</td>
<td>12</td>
<td>3</td>
<td>30</td>
<td>3</td>
<td></td>
<td></td>
<td>3</td>
<td>45</td>
</tr>
<tr>
<td>Multiracial</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Total Participants</td>
<td>5</td>
<td>12</td>
<td>41</td>
<td>32</td>
<td>3</td>
<td>3</td>
<td>49</td>
<td>47</td>
</tr>
</tbody>
</table>
Age and Veteran Status of FY 2021 EDHC Program Participants:

Beginning in FY 2021, VTrans began collecting age and veteran status demographic information from EDHC participants, pursuant to FHWA guidance. Of the 96 EDHC participants in FY 2021, only two were veterans, both male CDL trainees.

The average age of all FY 2021 EDHC participants is 37.47 years old, with the average age for OJT participants coming in slightly lower at 33.11 years old. More than three-quarters (76%) of all EDHC participants fell in the range of 26 to 45 years of age, with the youngest participants being 18 years old and the oldest being 59 years old. Here is a breakout of the percentage of FY 2021 EDHC participants by age bands:

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percentage of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 to 25 years old</td>
<td>9%</td>
</tr>
<tr>
<td>26 to 35 years old</td>
<td>40%</td>
</tr>
<tr>
<td>36 to 45 years old</td>
<td>34%</td>
</tr>
<tr>
<td>46 to 55 years old</td>
<td>13%</td>
</tr>
<tr>
<td>56 to 60 years old</td>
<td>4%</td>
</tr>
</tbody>
</table>

FY 2021 Notable Program Specific Data - On the Job Training:

The following table identifies the construction firms who hired trainees and how many training hours were assigned to their contracts during the fiscal year:

<table>
<thead>
<tr>
<th>Contractor</th>
<th># Trainees</th>
<th># of Projects</th>
<th>Total Hours Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kubricky Construction Corp.</td>
<td>3</td>
<td>3</td>
<td>2,080</td>
</tr>
<tr>
<td>Cold River Bridges</td>
<td>2</td>
<td>2</td>
<td>1,040</td>
</tr>
<tr>
<td>Pike Industries</td>
<td>4</td>
<td>4</td>
<td>2,080</td>
</tr>
<tr>
<td>Engineers Construction, Inc.</td>
<td>2</td>
<td>2</td>
<td>1,560</td>
</tr>
<tr>
<td>Cianbro Corp.</td>
<td>1</td>
<td>1</td>
<td>1,040</td>
</tr>
<tr>
<td>J.P. Sicard</td>
<td>1</td>
<td>1</td>
<td>1,040</td>
</tr>
<tr>
<td>S.D. Ireland</td>
<td>1</td>
<td>1</td>
<td>520</td>
</tr>
<tr>
<td>J. Hutchins</td>
<td>1</td>
<td>1</td>
<td>520</td>
</tr>
<tr>
<td>Dale Percy</td>
<td>1</td>
<td>1</td>
<td>520</td>
</tr>
<tr>
<td>Winterset</td>
<td>1</td>
<td>1</td>
<td>520</td>
</tr>
<tr>
<td>Totals:</td>
<td>17</td>
<td>17</td>
<td>10,920</td>
</tr>
</tbody>
</table>
The following chart illustrates the OJT training classifications for FY 2021:

Throughout the year, Civil Rights staff participate in the Shared Plan Review process to review and select construction projects that would be suitable for training hours. In FY 2021, we participated in a total of 104 Shared Plan Reviews and assigned a total of 14,560 training hours to projects that will be advertised and awarded in FY 2022 and beyond. The following chart summarizes the number of training hours added to contracts by type of project:

**Rate of Pay/Average Wages for FY 2021 OJTs:**

Although the Special Provisions for the VTrans OJT Program only require contractors to pay OJTs the Davis-Bacon rate for a General Laborer, most contractors pay OJTs considerably more even if the training is their
introduction to highway construction. During FY 2021, the average starting wage for OJTs was $20.34 per hour, with the lowest at $14.50 per hour and the highest at $31.32 per hour.

Performance Goals & Metrics, Accomplishments, and Program Costs:

Overall, the VTrans EDHC programs have met/exceeded all of the performance targets set for FY 2021, despite the impact of the pandemic, the “great resignation,” and other workforce challenges for the highway construction industry nationally and in Vermont. The number of successful OJT and CDL participants and graduates during this reporting period has far exceeded our FY 2020 numbers. We are grateful to FHWA, our Agency leadership and staff, our contractors, and all our program partners for helping us to transform our program components to provide workforce training and employment opportunities in highway construction to disadvantaged and underrepresented populations, while maintaining COVID safety protocols.

1. EDHC programs will help individuals who are under-represented in the industry gain skills and build careers in highway construction and transportation.

   a. On-the-Job Training (OJT) candidates will be prepared for their training and get the support they need to succeed.

   OJT program staff met with trainees before they started to help prepare them for training. We conducted one-on-one assessments to identify career goals and experience, training needs and any barriers. Once trainees were hired by the contractors, we provided vouchers for steel-toed boots, high-visibility gear and several bridge construction trainees also received hand tools that were required for their training. We encouraged new trainees to take advantage of our highway construction training subsidy program to take an OSHA safety or other course before they started their OJT position.

   OJT program staff visited each trainee at their worksite either in person or via Microsoft Teams after they successfully completed their two-week probationary period to make sure their supervisor understood the requirements of the program and to answer any questions the trainee or supervisor had at that time. Program staff monitored progress through the use of bi-weekly progress reports and continued to check in with each trainee at least once every two weeks to make sure their training was progressing and to find out if they needed any additional support services.

   b. At least 75% of OJT graduates will continue to work in the industry after completing their training.

   Out of the eleven trainees who completed the OJT program in FY 2021, ten (91%) are still actively engaged in highway construction (either currently working on projects or in call-back status for the winter). An additional three trainees are still working on their projects and will likely complete their training by the end of the calendar year and are anticipated to remain in the industry. We are proud of this success rate, especially considering the many roadblocks that COVID has created, which have profoundly and disproportionately impact women and BIPOC workers.

   c. At least 60% of CDL applicants who are approved for an EDHC training subsidy at one of the six Commercial Driver Training Schools in Vermont will start their training during the fiscal year of approval, and at least 30% will obtain their CDL permit and license.
A total of 73 applicants were approved for funding to use towards Commercial Driver Training School tuition in FY 2021. Of that number, 48 (65%) have started their training in FY 2021. 35 trainees (47%) have received their CDL permits and 21 (28%) have received their CDL licenses. An additional 4 trainees approved in FY 2020 received their CDL permits in FY 2021, and an additional 8 trainees approved in FY 2020 received their CDL licenses in FY 2021. In total, during FY 2021, 39 EDHC trainees earned their CDL permits and 29 EDHC trainees earned their CDL licenses. This far exceeds our program goals and is also extraordinary given the restrictions and safety protocols due to the pandemic.

d. **At least 75% of the Training Subsidy participants will complete the industry related training they enroll in.**

All six (100%) of the EDHC participants who received a skills-based training subsidy in FY 2021 completed their training. The trainings that participants attended were:

- **Welding** at North Country Career Center in Newport, Vermont
- **Metal Shop Training** at the Generator in Burlington, Vermont
- **Traffic Control and Flagger Training & Certification** at AGC-VT in Middlesex, Vermont
- **Qualified Signal Person & Rigging Training** at New England Crane School
- **OSHA-30** with AdvanceOnline Solutions

e. **The EDHC program will see an increase in participants availing themselves of more than one EDHC opportunity in order to build their careers.**

Two participants enrolled in multiple EDHC programs in FY 2021. One OJT participant was awarded training subsidies for skills training and one OJT participant was approved to participate in the CDL program. We also had two OJT graduates from prior years participate in the skills-based highway construction subsidy program, and we had three OJT graduates return to the OJT program in FY 2021 to participate in a higher skill level On-the-Job Training. One OJT graduate who had completed a Highway Construction Training in 2017, was selected by her contractor to become a Construction Supervisory Trainee (CST) in FY 2021. At the completion of her 1,040-hour CST training, she was promoted to become the Project Superintendent of an $8.6 million, two-year paving project.

During the winter of 2020 - 2021, the Civil Rights Team developed and distributed monthly the EDHC training newsletter via **Constant Contact** to over 700 recipients, including EDHC program participants, program partners, etc. It highlights upcoming highway construction related training offered in person throughout the state and online. Typically, eligible applicants receive a training subsidy that covers all but $25 of the tuition. However, due to the difficulties of dealing with COVID, we are currently waiving the $25 fee. Click on the links below to view each newsletter:

- **November/December EDHC Training Newsletter**
- **January 2021 EDHC Training Newsletter**
- **February 2021 EDHC Training Newsletter**
- **March 2021 EDHC Training Newsletter**
2. **EDHC programs will target outreach, recruitment, and marketing efforts towards under-represented populations.**

   a. **Program Linkages and Targeted Outreach and Recruitment:**

   When making presentations to community-based program partners, including the Abenaki Nation of Missisquoi, Association of Africans Living in Vermont, the U.S. Committee on Refugees and Immigrants, Vermont Works for Women, and other organizations, we deliberately weave the Employment Diversity in Highway Construction (EDHC) programs together and present them as a whole menu of interconnected options for their constituencies to access.

   During the third quarter of FY 2021, we identified 46 EDHC participants who have applied for our CDL funding subsidy over the past year and indicated on their applications that they would be interested in knowing more about employment options as an OJT and/or at VTrans. We developed and sent out an email message to each of them with the tag line “Ready to Build Back Better? We’ve Got Jobs!” Our email included program details and links to applications and more information. We also sent a similar email to 70 of our program partners and referral resources, including case managers at the Vermont Department of Labor, Creative Workforce Solutions, Vermont Tech Centers, High Schools, and institutions of higher education, Vermont Student Assistance Corporation, Spectrum Youth Services, the Howard Center, the Abenaki Nation of Missisquoi, Association of Africans Living in Vermont, the U.S. Committee on Refugees and Immigrants, Vermont Works for Women, and other community based organizations. We received a strong response and several applications as a result of this targeted outreach.

   b. **During FY 2021, Civil Rights staff participated in the following statewide and regional collaborative networks:**

   - **State of the Workforce** bi-weekly discussions via Zoom facilitated by Vermont Works for Women (VWW). Attendees include many of our program partners and referral resources who are workforce development professionals, staff at tech centers and other schools, union representatives, as well as participants in VWW’s Trailblazers program. The bi-weekly discussions include topics such as developing and implementing strategies to safely reopen and return to work, conducting virtual trainings, locating childcare resources, and rethinking recruitment and hiring practices. Civil Rights staff have been able to keep the group updated on the agency’s internal and external training and employment opportunities.

   - **Barre Region Working Communities Initiative** project and statewide team meetings. The group’s core mission is to identify specific programs and initiatives that will support economically disadvantaged single mothers better meet their employment goals, using grant funding provided by the Federal Reserve Bank of Boston. The Barre team successfully competed with 10 other teams in all regions of Vermont and received a $300,000 implementation award at the end of FY 2020. We have been working as a member of the Core Team throughout FY 2021. Civil Rights staff joined this network to contribute expertise in workforce development and unconscious bias/civility programming. We also participate as a local employer who is dedicated to welcoming non-traditional and underrepresented individuals into our workforce and the highway construction and transportation industries.

   c. **Civil Rights staff will have regular contact with organizations serving/representing under-represented populations to inform them about EDHC opportunities.**
In FY 2021, we communicated regularly about our program offerings with the following organizations:

- **Vermont Works for Women**, a non-profit organization with a mission to help women and girls recognize their potential and explore, pursue, and excel in work that leads to economic independence.
- **Creative Workforce Solutions**, a job placement initiative for VocRehab Vermont and other departments within the Vermont Agency of Human Services.
- **Abenaki Nation of Missisquoi**, The St. Francis/Sokoki Band located in Swanton Vermont has a vocation program.
- **ReSOURCE**, a non-profit organization with a mission to empower individuals and strengthen Vermont’s communities through workforce development, poverty relief and environmental stewardship.
- The six state-licensed **Commercial Driver Training Schools**.
- Vermont Department of Labor workforce development programs.

3. **EDHC programs will engage in meaningful partnerships with industry and other stakeholders.**

   a. **The OJT Program staff will provide resources and other support to contractors participating in the OJT program.**

   The OJT program staff offer support and information to contractors throughout the construction season. They participate in the preconstruction meeting held for each project with training hours to make sure the project superintendent has the OJT Program Manual and to answer any initial questions they may have. Then they are in regular contact with the person who is tasked to recruit and hire the trainee and will often give suggestions for where to do outreach and advertising. Once a trainee successfully completes their two-week probationary period, the program staff meet with the project superintendent, VTrans resident engineer and the trainee to make final agreements about training content and to offer additional support and guidance. The program staff receive a weekly progress report from the contractor that highlights the trainee progress and will contact the superintendent if there are any concerns. Project superintendents and other construction firm staff are invited to contact the program staff whenever they have questions or concerns.

   The OJT Contractor Information webpage offers links to resources and forms such as our guide, *Hiring and Retaining a Diverse Workforce* and Good Faith Effort Log template. In FY21, we uploaded all of our updated program forms, including the Weekly Progress Report, Enrollment Form and Off-Site Training Approval Form.

   b. **Civil Rights staff will offer Equal Employment Opportunity training and technical assistance to the construction firms we contract with on federal highway projects.**

   Each year, the Office of Civil Rights & Labor Compliance offers several sessions of training to construction firms who contract with us on Federal-aid projects and to the VTrans Construction staff. Usually, these sessions are delivered in person, however, due to COVID restrictions we have been holding these sessions virtually in FY 2021, including two sessions for our contractors in February of 2021 and three sessions for our Construction team in March and April of 2021:

   (1) **Contractor Training & Technical Assistance:**
We conducted two virtual training sessions for contractors during the month of February 2021. Due to our findings during 2020 season labor compliance desk reviews and site visits, a large focus of this training was on the basics: Davis-Bacon Payroll requirements and Prompt Pay Reporting requirements. We were able to draw on lessons learned during our 2020 construction season and also enlisted the help of some of our most active contractors to provide concrete examples of best practices they used to overcome challenges presented during the pandemic-challenged 2020 season. Between the two sessions, we had attendance by 69 participants who represented 48 contractors as well as FHWA and Agency staff. Both sessions were recorded and the recording, found here: https://vtrans.vermont.gov/civil-rights/doing-business/contractors-center was sent in a follow-up email to staff of the contractors who were unable to participate as well as those in attendance.

(2) VTrans Construction Section Training:

In collaboration with our FHWA Vermont Division Office, Civil Rights staff conducted two of three sessions of virtual training for the VTrans Construction staff in the 2nd Quarter. Using our ever-popular Mentimeter Quiz, we focused on compliance and oversight of Davis-Bacon and prompt pay reporting. We also shared the new ways in which we began using Doc Express during the 2021 construction season, which includes requiring contractors to submit OJT Weekly Progress Reports through this system in the 2021 season. This allows us to better monitor receipt of these reports since we receive system-generated notifications when they are submitted. A total of 73 participants attended the training, which was comprised of staff from the Northwest, Northeast, and Headquarters of the Construction Section, in addition to staff from Civil Rights and FHWA.

c. **Civil Rights staff will develop new and maintain current partnerships with the Vermont Department of Labor, professional trade associations, educational institutions and other organizations serving/representing under-represented populations.**

In FY 2021, Civil Rights staff partnered with the following workforce and training agencies and institutions:

- **Licensed Commercial Driver Training Schools.** There are currently six licensed schools located throughout Vermont that help prepare prospective truck drivers for taking CDL written and skills tests. Training programs provided include CDL-A (a 148-hour course for students who want to drive tractor trailers), CDL-B (a 74-hour course for students who want to drive straight trucks), and Upgrade (a 74-hour course for CDL-B holders who want to upgrade to a Class A license).

- **Vermont Department of Labor Workforce Development Programs.** The Vermont Department of Labor (VDOL) is a major partner for the EDHC programs. They sponsor regional job fairs that we participate in, they refer people to our programming and they work with contractors to help them fill OJT and other employment opportunities.

- **Vermont Technical College:** Vermont Tech is a great partner to our agency. Many of their graduates are now VTrans employees because their degree programs include construction management and civil engineering. The EDHC programs partner with Vermont Tech by
offering training subsidies to some of their non-credit courses like AWS welding certification and ArcGIS.

- **Vermont Career & Technical Center Adult Education Programs**: Most career and technical centers in Vermont offer adult education courses and EDHC partners with these schools to provide training subsidies to participants for courses in welding, carpentry, auto mechanics, OSHA-10 and other industry-related subjects.

- **Associated General Contractors of Vermont**: AGC/VT offers industry-related training to their membership and the general public during the off-season. EDHC participants have used training subsidies to attended courses such as Flagging Certification, OSHA-10, Confined Space and First-Aid/CPR.

- **Yestermorrow Design-Build School**: This school located in Waitsfield, VT offers a variety of construction, woodworking, and architectural craft courses. EDHC participants have attended basic carpentry and two other courses they offer to women – Powertools for Women and Carpentry for Women.

- **Northeast Woodland Training, Inc.**: NEWT is a "hands on" safety and efficiency training company dealing with all aspects of forest work. They specialize in teaching chain saw skills through a course called Game of Logging. Several EDHC participants have used training subsidies to attend this course.

4. The EDHC programs will deliver value for the federal funds provided by engaging in continuous improvement.

The EDHC program employs a wide range of tools to collect data at critical junctures from all program participants and stakeholders. Many of the EDHC forms are designed to elicit as much feedback as possible, including our program applications and weekly progress reports. We also conduct in-person, virtual and phone meetings with participants to assess their readiness and needs and to offer support. The OJT program relies heavily on relationship building with the trainees and construction firm staff and program staff regularly check in with them to offer assistance and ask for feedback.

The winter months provided the downtime needed to review and revise our EEO resource documents, including:

- Hiring and Retaining a Diverse Workforce
- On-the-Job Training Program Manual
- EEO Interviewing Guidelines
- Sample Complaint Policy
- Sample Complaint Form

During the 2020 and 2021 construction seasons, COVID-19 gave us an unexpected opportunity to be innovative and incorporate new strategies into our programing. We streamlined processes and plan to continue to adopt more of these strategies as the need arises. Examples include:

- In the OJT program, we used Microsoft Teams to hold many of our participant assessments and enrollment meetings virtually. Pre-pandemic, we conducted all of these meetings at our office or on construction sites.
We negotiated with state vendors to send the steel-toed boots, tools, and hi-vis clothing we order directly to trainees. Normally these would be shipped to our office, and we would ship or hand deliver them to trainees.

In the Training Subsidy program, we offered expanded options for online courses related to highway construction and transportation. Normally most of the courses we offer stipends for are in-person classroom trainings. We also waived the $25 contribution requirement to reduce financial barriers to participation.

Our annual Contractor Training was conducted virtually in February of 2021. Although this limited the usual networking opportunities, it increased the number of attendees. Additionally, we recorded the sessions and have posted a recording of one of the sessions on our website for viewing by those who were not able to attend one of the live virtual events: VTrans 2021 Virtual Contractor Civil Rights Training

As stated earlier in the report, we met with regional and statewide workforce development partners via weekly Zoom, MS Teams, or other online platforms to collaborate and support each other.

Program Costs Summary for FY 2021 EDHC Participants:

During FY 2021, VTrans paid $54,483.37 to provide training and supportive services to 96 EDHC participants. This included the cost of CDL training, other skills-based highway construction training, and steel-toed boots and personal protective equipment (PPE) for OJTs. The following table provides a summary of the expenditures for all FY 2021 EDHC Participants:

<table>
<thead>
<tr>
<th>EDHC Program</th>
<th># of Participants</th>
<th>Total FY 2021 Expenditure</th>
<th>Average Cost Per Participant</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDL</td>
<td>73</td>
<td>$51,000.00</td>
<td>$699.00</td>
</tr>
<tr>
<td>OJT</td>
<td>17</td>
<td>$2,054.37</td>
<td>$120.85</td>
</tr>
<tr>
<td>Other Skills Training</td>
<td>6</td>
<td>$1,429.00</td>
<td>$238.17</td>
</tr>
<tr>
<td>Totals</td>
<td>96</td>
<td>$54,483.37</td>
<td>$567.54</td>
</tr>
</tbody>
</table>

Project Description

Employment Diversity in Highway Construction (EDHC) programs provide comprehensive pre-employment training, case management and job placement services to women, minorities and other disadvantaged individuals who are underrepresented in the industry in order to increase the targeted group’s participation in the highway construction and transportation workforce. Funds are used for outreach, recruitment, assessment, job placement, monitoring and evaluation of applicants and trainees, in addition to providing an array of skills-based training and resources designed to eliminate barriers to workforce entry, retention, and long-term career advancement. Please see the section above on performance measures for specific goals for and outcomes from the 2021 funding year. The following are general descriptions of each of the three EDHC programs:

On-the-Job Training Program:
The training and upgrading of minorities, women and disadvantaged individuals is the primary goal of this equal opportunity affirmative action program. It provides an avenue for contractors working on federally-funded projects to increase the diversity of their workforce and it increases access for people who have historically faced barriers to employment in the industry.

Each year we add required training hours on the construction contracts of large Federal-aid projects all over Vermont. The construction firms who win the bids to these contracts are required to hire a woman, minority or disadvantaged individual to fill their training position(s). They also have an option to up-skill one of their current employees as long as they meet eligibility requirements and are trained in a classification that provides them advancement in the industry. Classifications they can train employees in range from the basics of highway and bridge construction to more advanced skills, including equipment operation and construction supervision. Construction firms can also train employees in technical classifications, including field engineer and quality control technician. More information about this program can be found in our OJT Program Manual.

**Commercial Drivers License Training:**

In order to increase training opportunities for members of minority groups, women and other populations that are underrepresented in Vermont's highway construction and transportation industries, we have partnered with the six licensed Commercial Driver Training Schools in Vermont to provide training subsidies (typically $1,500) that eligible participants can use towards the cost of their training programs. Most schools offer courses that prepare students to test for a Class A or Class B commercial drivers license. Some schools offer upgrade courses for CDL-B holders who want to upgrade to a CDL-A.

**Highway Construction Training Subsidy:**

On a continuous basis, we offer funding to help with the cost of classroom training for eligible participants who are working in, or who have a strong interest in working in, the highway construction industry. Eligible participants typically pay for a small percentage of the training cost (usually around $25) and FHWA supportive services funds pay for the rest. During FY 2021, we waived the $25 fee because of the devastating economic impact that came with the COVID-19 pandemic. Many of the training subsidy participants have participated in the OJT or CDL program and want to continue to increase their skills and advance in the industry. See the section above for a list of schools and institutions we partner with and examples of courses that participants have attended.

**Statement of Applicability to Other Entities**

Other State Departments of Transportation (DOTs) may benefit from some of the new strategies we implemented to meet our state’s COVID-19 mitigation requirements during the 2020 and 2021 construction seasons (see #4 on pages 11 & 12). DOTs may also be interested in using our newly updated Contractor Compliance resources focused on establishing strong, effective equal employment opportunity practices. As stated above, we also developed a new Contractor Compliance Review Process Guide that provides a step-by-step description of the review process and the tools that we use to conduct reviews. We developed this guide to ensure transparency and, hopefully, reduce anxiety that comes along with not knowing what to expect. All of these resources can be found on our Contractor Compliance webpage.