


# How to Become a Warrior in Achieving Workforce Diversity and Compliance

**TAMMI DAVIS**, MPA, MCA

Director of Compliance and Policy Engagement  
Gary Sanitary District

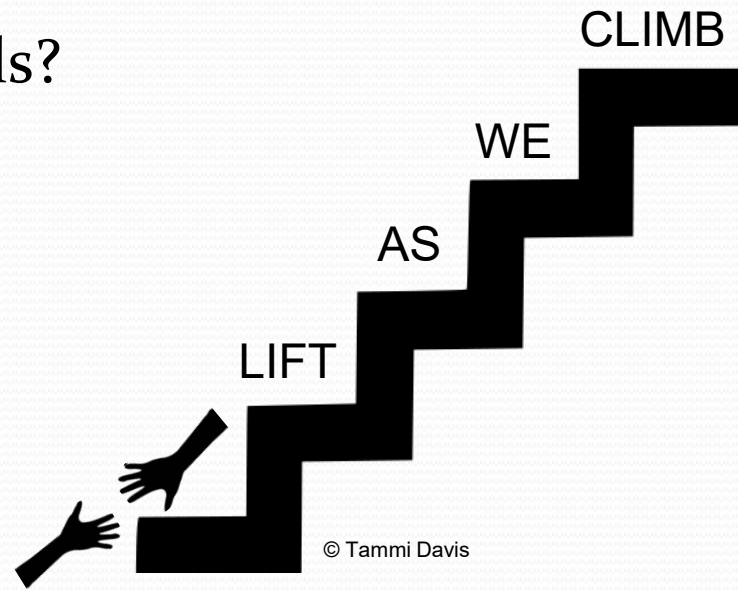




In the world of construction workforce, there is a constant battle to identify, recruit, retain and sustain the “right” people. Oftentimes, battles are fought on enemy territory. While other times, the battle is right at home – in our offices, departments and organizations. Compliance Officers are expected to be champions for the community, “the little guy and gal”. This workshop will help attendees identify the “warrior” in them and arm attendees with battle-tested strategies, examples and resources to win the fight of achieving workforce diversity and compliance.

# Warrior Assessment

- Are you still in basic training?
- Are you ready for the front lines?
- Have you re-loaded your skills?

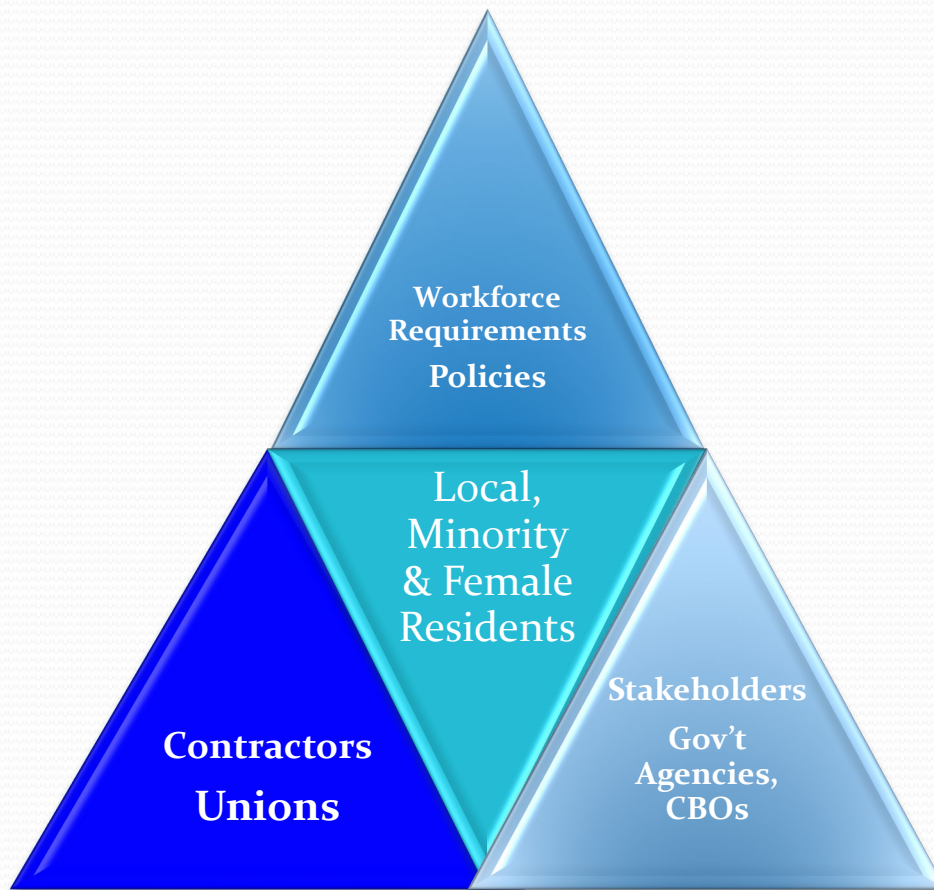


# Personal/Professional Protective Equipment

- ☐ Head Protection
- ☐ Eye Protection
- ☐ Respiratory Protection (Nose and Mouth Protection)
- ☐ Ear Protection
- ☐ Hand Protection
- ☐ Foot Protection
- ☐ Fall Protection
- ☐ Safety Vest/High Visibility Wear
- ☐ Tool Box

# The Compliance Bermuda Triangle...

...What happened to my new hires?



# Laws with Workforce Requirements

- I. Regulations requiring utilization of minorities, females and “locally-defined” persons domiciled in a specific area.
  - A. Section 3 of the Housing and Urban Development (HUD) Act of 1968
  - B. Section 503 of the Rehabilitation Act of 1973, as amended
  - C. Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA) of 1974, as amended
  - D. Executive Order 11246
  - E. Local Hiring Ordinances (Gary, Indiana; San Francisco; Seattle; Detroit; Washington, DC)



# PLAs and CBAs

- I. Project Labor Agreements
- II. Union Collective Bargaining Agreements
- III. Community Benefits Agreements

# Program Components

- I. Your Workforce Compliance Program should be reasonably flexible and accommodate for changes, challenges and shortfalls.
  - A. Know your workforce.
    - 1. How many are available per trade to meet your goals
    - 2. Is there an eco (economic) system to support your program
    - 3. Do you have the existing infrastructure to have a program
    - 4. What's "trending" in the industry that provides new opportunities to train, recruit and/or retain a diverse workforce. For example, green jobs, new technology, utilities industry.
    - 5. Threats to meeting the goals. Some potential threats are jurisdiction disputes between trade unions, shortage of diverse workforce available in the trades, competition with other projects in same project area.
  - B. Plan. Execute. Assess. Repeat.



# Action Steps

## I. Create a Compliance Advisory Group

### A. Internal Stakeholders

1. Other department heads
2. Category managers

### B. External Stakeholders

1. Majority contractor
2. Diverse contractor
3. Community-based organization
4. Faith-based organization
5. Union and/or merit shop trade organization
6. Regulating authority
7. Policy-making authority

# Action Steps

## II. **Build relationships with Community & Trade Organizations**

- A. National Association for the Advancement of Colored People (NAACP), local chapters [www.naACP.org](http://www.naACP.org)
- B. National Urban League, local affiliates [www.nul.iamempowered.com](http://www.nul.iamempowered.com)
- C. National Association for Women in Construction [www.nawic.org](http://www.nawic.org)
- D. Chicago Women in Trades or equivalent [www.chicagowomenintrades2.org](http://www.chicagowomenintrades2.org)
- E. Indiana Plan for Equal Opportunity or equivalent in your area [www.indianaplan.org](http://www.indianaplan.org)
- F. Local vocational colleges
- G. Faith-based organizations
- H. Workforce Development Centers in your area
- I. Local and State Construction and Building Trades Councils. [www.nabtu.org](http://www.nabtu.org)

# Action Steps

- III. Build a relationship with federal, state and local elected officials. Who's creating the laws and policies that you have to enforce? Do you know them? Do they know you?
- IV. Establish a rapport and line of communication with Federal, State and Local regulatory agency representatives – DOL, DOT, FHWA, FAA, HUD, EPA
- V. Engage representatives from Construction and Building Trades Union Councils [www.nabtu.org](http://www.nabtu.org)
- VI. Attend ACCA National Training Institutes [www.accaweb.org](http://www.accaweb.org)
- VII. Seek grants to fund components of your workforce program [www.grants.gov](http://www.grants.gov)

# Best Practices

- A. Be a part of the project from concept to completion
- B. Conduct random job site visits more regularly – weekly, two-three times a week
- C. Audit certified payroll records and supporting documents such as apprentice certificates, cancelled checks, benefits reports
- D. Develop relationship with merit shop contractors and local chapter representatives of the Associated Builders and Contractors (<https://www.abc.org/> )

# Best Practices

- E. Negotiate. Negotiate. Negotiate.
- F. Set an end date. PLAs should be project-specific.
- G. Set a time to review PLA if agreement covers multiple years or covers “all public-funded projects.”
- H. Include If-Then Clauses regarding hiring requirements. If X doesn’t happen, then Y.
- I. Set a dollar threshold for applicability. Reference Executive Order 13502.
- J. Attach Executive Orders, ordinances and policies applicable to hiring requirements to PLA.

# Gary Residents in the Construction Trades Referral Program (G.R.I.T.)



## City of Gary – Gary Sanitary District Gary Residents in the Construction Trades Referral Program For Construction & Building Trades



### Gary Residents in the Construction Trades Registration Form

INSTRUCTIONS: Please PRINT clearly. Mail completed form to Tammi Davis, Director of Compliance & Policy Engagement, Gary Sanitary District, 3600 W. 3<sup>rd</sup> Avenue, Gary, IN 46406 or email to [diversity@garysan.com](mailto:diversity@garysan.com). Please call 219-944-0595 ext. 1826 with any questions.

Today's Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

How did you hear about the Gary Residents in the construction Trades (G.R.I.T.) Program?

☐ Church: \_\_\_\_\_ ☐ Organization: \_\_\_\_\_  
☐ Councilperson: \_\_\_\_\_ ☐ Other: \_\_\_\_\_

#### Personal Information

First Name: _____		Last Name: _____		Suffix: _____
Home Address: (Must be verified by Driver's License, State ID or Voter Registration Post Card)				
City: _____		State: _____	Zip: _____	
Home Phone: _____		Mobile Phone: _____	Email Address: _____	
Gender: <input type="checkbox"/> Female <input type="checkbox"/> Male				
Race/Nationality: <input type="checkbox"/> American Indian/Alaskan Native <input type="checkbox"/> Asian <input type="checkbox"/> Black/African-American <input type="checkbox"/> Caucasian <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Native Hawaiian/other Pacific Islanders				

#### Education

Type of school	Name of school	Years completed	Degree	Major/Concentration
High School			<input type="checkbox"/> Diploma <input type="checkbox"/> GED	
College			<input type="checkbox"/> Associates <input type="checkbox"/> Bachelor's	
Post-graduate studies or degrees			<input type="checkbox"/> Certificate <input type="checkbox"/> Master's	
Additional trade or business training				

#### Work/Union Experience

Are you a current member of a construction trade union? ☐ YES ☐ NO Union Name: \_\_\_\_\_ Local No.: \_\_\_\_\_

Are you an ☐ Apprentice What year apprentice (circle one)? 1 2 3 4 5 ☐ Journeyman Years: \_\_\_\_\_

Are your dues current? ☐ YES ☐ NO Are you listed on the Out of Work List? ☐ YES ☐ NO

If **no**, select specific trade that you're interested in learning more about. Your information will be forwarded to the respective trade apprenticeship program coordinator.

<input type="checkbox"/> Asbestos Worker	<input type="checkbox"/> Electrician	<input type="checkbox"/> Laborer	<input type="checkbox"/> Painter
<input type="checkbox"/> Boilermaker	<input type="checkbox"/> Elevator Constr.	<input type="checkbox"/> Machinery Movers, Riggers & Machinery Erectors	<input type="checkbox"/> Sign Painters
<input type="checkbox"/> Bricklayer	<input type="checkbox"/> Heat & Frost Ins.	<input type="checkbox"/> Machinists	<input type="checkbox"/> Sheet Metal Worker
<input type="checkbox"/> Carpenter Resident.	<input type="checkbox"/> I.A.T.S.E.	<input type="checkbox"/> Millwright	<input type="checkbox"/> Sprinkler Fitter
<input type="checkbox"/> Carpenter Com.	<input type="checkbox"/> Ironworker-Arch.	<input type="checkbox"/> Operating Engineer	<input type="checkbox"/> Teamster
<input type="checkbox"/> Cement Mason	<input type="checkbox"/> Ironworker-Struc.		<input type="checkbox"/> Technical Engineer
			<input type="checkbox"/> Telecommunications Tech.

# Gary Residents in the Construction Trades Referral Program (G.R.I.T.)



## City of Gary – Gary Sanitary District Gary Residents in the Construction Trades Referral Program For Construction & Building Trades



Please provide your experience in the areas checked above and include any types of equipment operated.

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Please complete the following and list three projects you've worked on in the past two years. Name the contractor(s) that you **directly** worked for on each project listed.

	Project 1	Project 2	Project 3
Name of Project			
Name of Contractor Check if you worked for the General or Sub	<input type="checkbox"/> General <input type="checkbox"/> Subcontractor	<input type="checkbox"/> General <input type="checkbox"/> Subcontractor	<input type="checkbox"/> General <input type="checkbox"/> Subcontractor
Contractor's Address & Phone			
How long were you on the project?			
What work did you perform?			

### Signature

I, \_\_\_\_\_, hereby certify by my signature and under penalties of perjury that the information I have provided is accurate and true. I also authorize the designated Compliance Officer or authorized representative of the Gary Sanitary District, Gary Storm Water Management District or the City of Gary to forward information contained in or extracted from this form to contractors for employment consideration on construction projects let or funded in part by the Gary Sanitary District, Gary Storm Water Management District or the City of Gary. I further understand that the Gary Sanitary District, Gary Storm Water Management District, the City of Gary and the designated Compliance Officer do not guarantee employment or acceptance into any of the construction trades programs.



Signature \_\_\_\_\_ Date \_\_\_\_\_

### For Office Use Only

Address Verified by: ☐ DL exp. ☐ State ID exp. ☐ Passport  
 Union Status Verified? ☐ YES ☐ NO Verified by Name: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

Verified By: \_\_\_\_\_ Date Verified: \_\_\_\_\_

# Gary Residents in the Construction Trades Referral Program (G.R.I.T.)



☐ Gary Sanitary District    ☐ Gary Storm Water Management District    ☐ City of Gary: Dept. \_\_\_\_\_

PROJECT EMPLOYMENT UTILIZATION FORM

INSTRUCTIONS: Please print and complete this form in its entirety. This form is to be completed by each contractor regardless of tier and must be provided before the commencement of work. It is the responsibility of the GC or CM to ensure the completeness and submission of this form. For each trade below that you will be self-performing, enter the estimated crew size (number of journeymen (J) and apprentices (A)) that it will take to perform each trade's scope of work. Specify the number of Gary residents, minorities, females and/or Section 3 residents that will be employed per trade. Please note that you may also be required to submit a monthly workforce projections report. Should you have any questions, please do not hesitate to contact Tammi Davis, Director of Compliance and Policy Engagement, at [tammi@garysan.com](mailto:tammi@garysan.com) or 219-944-0595, ext. 1824.

Today's Date: \_\_\_\_\_ Estimated Start Date: \_\_\_\_\_ Estimated Completion Date: \_\_\_\_\_

Name of Project: \_\_\_\_\_ Project No. \_\_\_\_\_

Name of Contractor: \_\_\_\_\_ ☐ General ☐ Sub to \_\_\_\_\_

Completed by: (name) \_\_\_\_\_ (title) \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Code: J: Journeyman A: Apprentice O: Other (Helper, Indiana Plan, Other as approved) For Section 3 residents, check if residents will be working in the trade listed and the number to be hired. Please note that additional information may be required to confirm trade (apprentice certificates), residency and/or Section 3 status.

TRADE	Est. Crew Size	Gary Residents	Minorities	Females	Section 3
Asbestos Worker	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Boilermaker	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Bricklayer	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Carpenter	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Electrician	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Glazier	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Ironworker	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Insulator	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Millwright	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Operating Engineer	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Painter/Drywall	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Pile Driver	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Pipefitter	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Plasterer	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Plumber	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Roofer	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Sheet Metal Worker	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Sound & Communication	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Sprinklerfitter	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Teamster	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Technical Engineer	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Telecom. Technician	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Other:	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Other:	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
Other:	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____
<b>Total Workers</b>	J: A: O:	J: A: O:	J: A: O:	J: A: O:	<input type="checkbox"/> yes # _____

Please describe/list your recruitment sources and efforts to meet the local and/or EEO residency requirement goals. Attach additional sheets.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# Resources for Success

- A. National Association for the Advancement of Colored People (NAACP), local chapters
- B. National Urban League, local affiliates
- C. Chicago Women in Trades or equivalent
- D. Indiana Plan for Equal Opportunity or equivalent in your area
- E. Coalition for Black Trade Unionists
- F. Coalition of Labor Union Women
- G. Labor Council for Latin American Advancement (LCLAA)
- H. Helmets to Hardhats
- I. YouthBuild

# Resources for Success

- J. Pre-Apprenticeship Programs (Electrician's JumpStart Program, JobCorps' Construction Technology Program)
- K. Local vocational colleges
- L. Faith-based organizations
- M. Workforce Development Centers in your area
- N. Local and State Construction and Building Trades Councils
- O. U.S. Department of Labor Office of Federal Contract Compliance Programs (OFCCP)
- P. **ME (Tammi Davis) ☺**

# THANK YOU

## Questions & Answers

**Tammi Davis**  
**Director of Compliance and Policy Engagement**



# THANK YOU

**Tammi Davis, MPA, MCA**

**TAMMI@GARYSAN.COM**

**Cell: 219-616-3786**

**Office: 219-944-0595 ext. 1824**

**Tammi Davis**  
**Director of Compliance and Policy Engagement**

