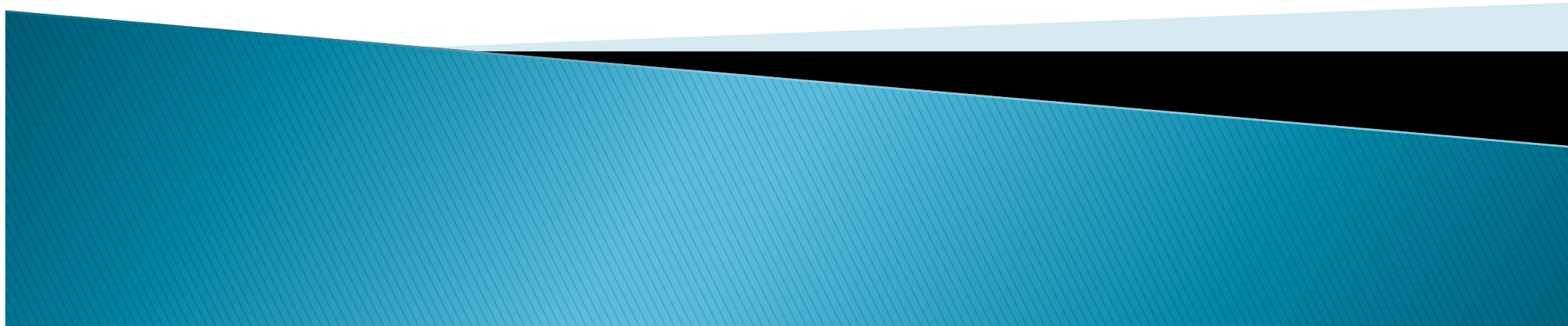


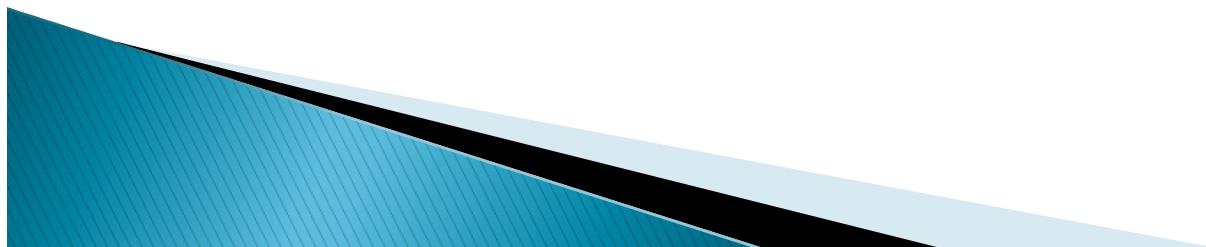
# Diversifying the Workforce with Ready, Willing and Able Workers©

Ruben L. Anthony Jr., Ph.D.  
President & CEO  
Urban League of Greater Madison



# Overview

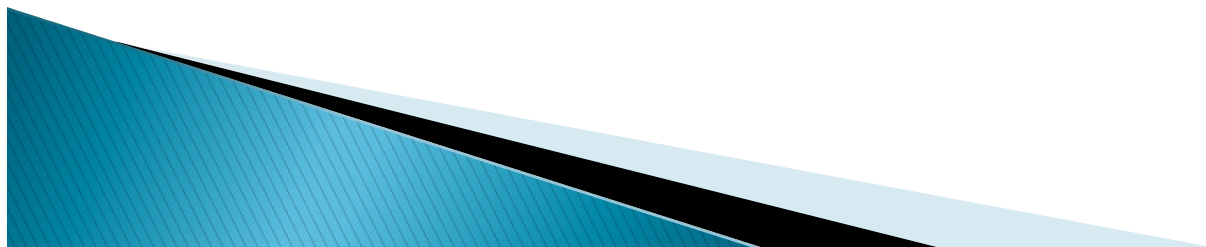
- ▶ Why is a Diverse Workforce Important? – Part I
- ▶ How to Create a Diverse Workforce – Part II
- ▶ Connecting the Supply and Demand – Part III
- ▶ Knowing the Workforce – Part IV
- ▶ Going Beyond Placement – Part V
- ▶ Recognizing Cultural Differences VI
- ▶ Goals, Tracking and Monitoring – Part VII



# Why is a Diverse Workforce important? – Part I

In Madison:

- ▶ 25% Blacks are unemployed in contrast to 5% Whites
- ▶ 53% Blacks live in poverty in contrast to 9% whites
- ▶ 75% Black children live in poverty



# Why is a Diverse Workforce Important?

## **In Milwaukee:**

- ▶ 50% Black Males are unemployed

In general, across the nation women and other minorities are under-represented in the construction industry

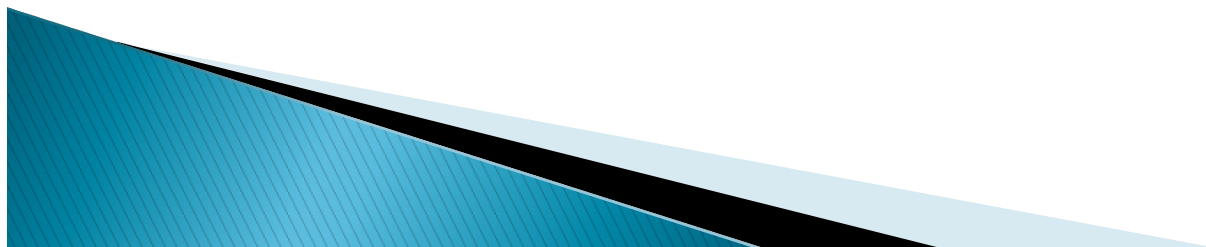
**Develop all Citizens** – We have to understand that for Wisconsin to be the Best we have to develop all of our citizens





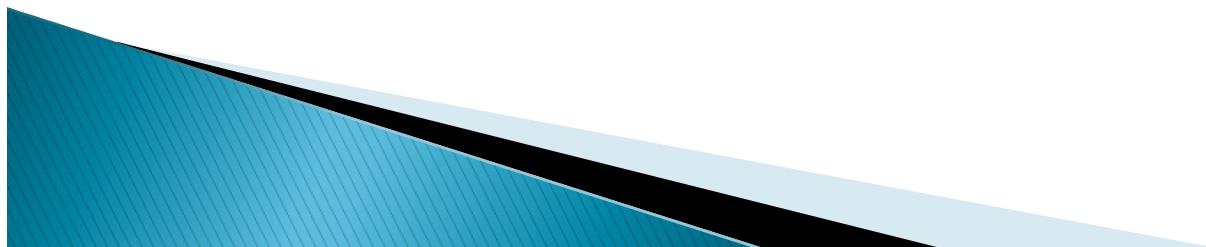
# Equal Access to Opportunities

- ▶ Most highway construction projects are publicly funded and women and minorities should not face discrimination or entry barriers
- ▶ Construction jobs pay significant wages and can lift people out of poverty
- ▶ People of color want to work too, especially when the projects occur in our neighborhoods
- ▶ A common observation from the community is that “we don’t see any people of color working on construction projects”



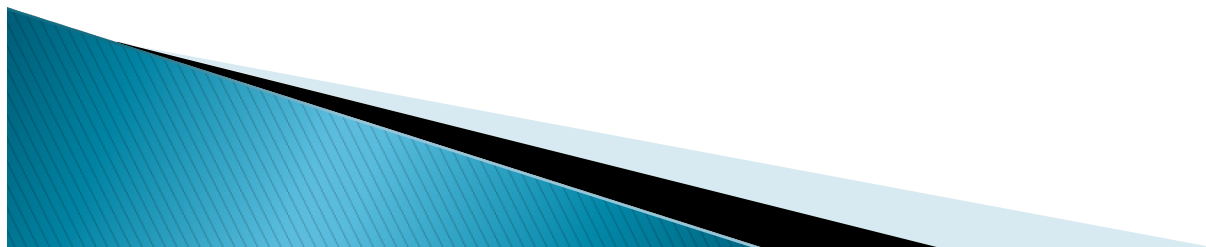
# How to Create a Diverse Workforce – Part II

- ▶ Start Early
- ▶ You can't wait until the project starts to begin your recruitment
- ▶ It takes time to prepare a diverse pipeline of workers to make a contribution in construction space



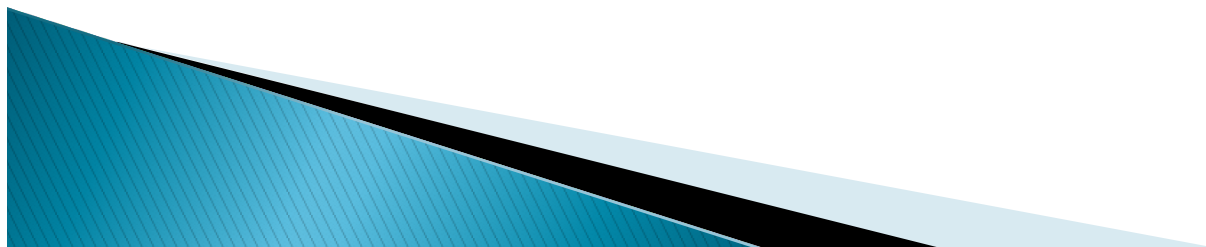
# Create a Diverse Workforce

- ▶ Pipeline Development is critical
- ▶ You can grow your own as WisDOT has done with the TRANs program over the years
- ▶ Or you can use an existing organization, such as the Urban League who have been training workers since 1968 in Madison
- ▶ It is most efficient to use a subject matter expert group – Don't recreate the wheel



# Asset Mapping –What programs exist?

- ▶ There are many programs available
- ▶ You must familiarize yourself with the landscape:
  - Who are the players
  - Who's providing what type of talent
  - Who has a track record of delivering a good supply of workers
  - What resources exist to help your company create a workplace culture that is diverse AND inclusive



# The Construction Employment Initiative (CEI)

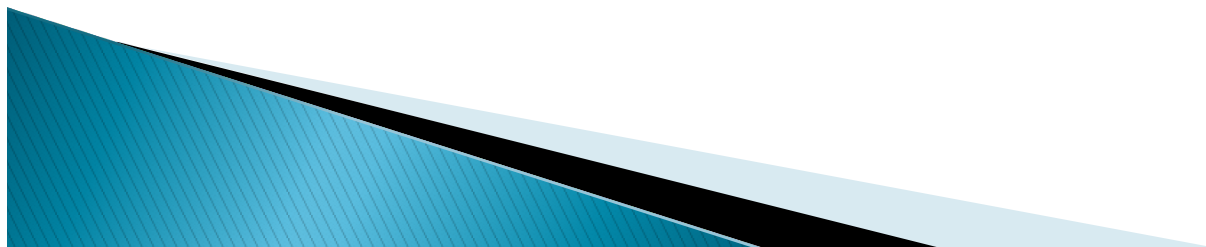
- ▶ CEI is a consortium of workforce development agencies formed in 2014 to build a new workforce solution aimed at increasing the pipeline of women and people of color entering Dane County's construction workforce.
- ▶ CEI is a partnership of Urban League of Greater Madison, Construction Training, Inc., the Latino Academy for Workforce Development, Operation Fresh Start, and YWCA Madison.
- ▶ Funding and technical assistance provided by the City of Madison, United Way of Dane County, and the Workforce Development Board of South Central Wisconsin.



# The Construction Employment Initiative (CEI)

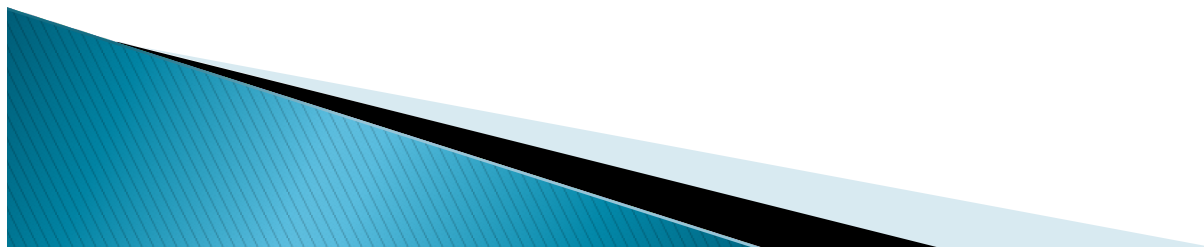
CEI encompasses three construction industry training programs:

1. Foundations for the Trades Academy
2. Construct-U
3. Bi-Lingual Construction Academy



# The Construction Employment Initiative (CEI)

- ▶ The purpose of each of these three programs is to improve under/unemployed adult job seekers awareness of and preparation for careers in the building and construction industry with an emphasis on preparation for registered apprenticeship programs.
- ▶ Each program provides: individualized assessment, career counseling, and coaching services; classroom and hands-on worksite training; and job placement and retention services using a cohort model.

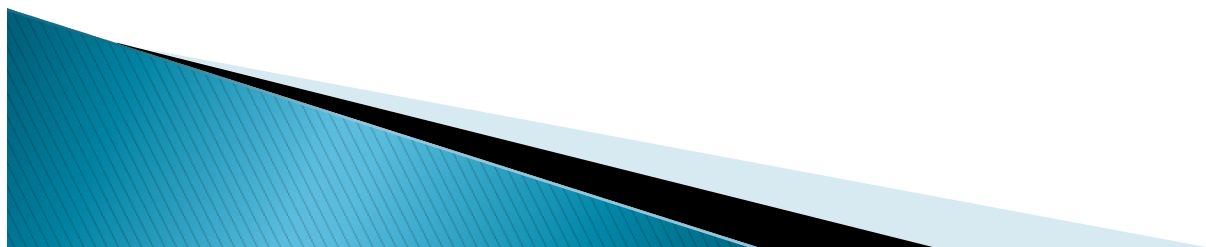




# The Construction Employment Initiative (CEI)

Each academy runs full days for 6 to 8 weeks and includes orientation, physical requirement exposure, pre-employment skills development, apprenticeship qualifying exam preparation and tutoring, technical skill training, worksite experience, and career exploration. Trainees receive:

- ▶ Total training is nearly 250 hours – almost half is hands-on at a construction worksite
- ▶ National Association of Home Builder's Pre-Apprenticeship Certificate Training (PACT Certification Modules 1 to 4)
- ▶ OSHA Construction Trade 10 Hour Certificate
- ▶ Fall Protection Hazard Awareness for Authorized Persons training
- ▶ Forklift Training and Licensing
- ▶ National Safety Council Flagger Certification
- ▶ American Heart Association First Aid/CPR/AED Certification



# Connecting the Supply and Demand –

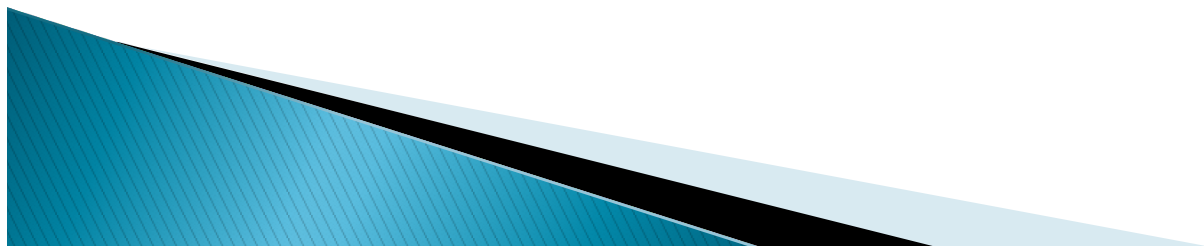
## Part III

- ▶ Pre-bid Meeting
- ▶ Pre-construction Meetings
- ▶ Project informational Session Co-sponsored with community Groups
- ▶ Featured Employer Seminars
- ▶ Speed Networking opportunities
- ▶ Social networking between disadvantaged workers and contractors presents an opportunity for the vender to encourage contractors to hire workers who graduate from training programs.



# Knowing the Workforce – Part IV

- ▶ Understanding the supply
- ▶ Union Bench
- ▶ Training pipelines



# Knowing the Workforce – Part IV

There are Five Generations in the Work Place:

- ▶ ***Traditional:*** Born before 1945
- ▶ ***Baby Boomers:*** Born 1946–1964
- ▶ ***Generation X:*** Born 1965–1980
- ▶ ***Generation Y:*** Born 1981–1995
- ▶ ***Linksters:*** Born after 1995
- ▶ (Millennials = Gen Y + Linksters)

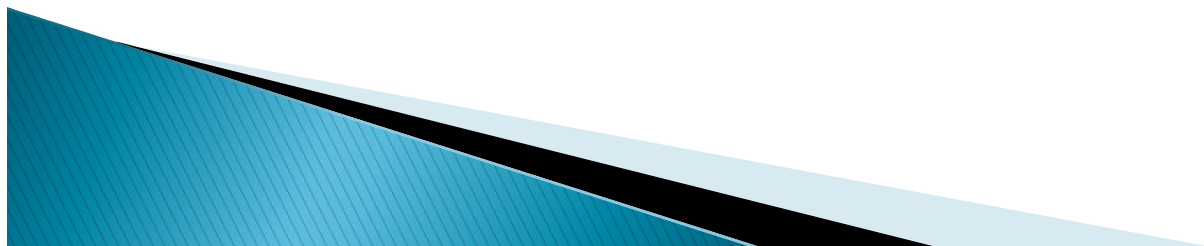
Bob Weinstein



# The Traditionals



- ▶ ***Traditionals:*** Born before 1945, “The Depression Babies.” Influenced by the Great Depression and World War II. **Traits:** Loyal, respectful of authority, stubbornly independent, excellent work ethic, dependable, and have advanced communication and interpersonal skills.



# Baby Boomers

- ▶ ***Baby Boomers:*** Born 1946–1964, “The Woodstock Generation.” Influenced by the Vietnam War, the '60s, and postwar social change. **Traits:** Well-educated, question authority, excellent teamwork skills, and thrive on adrenaline-charged assignments.



# Generation X

- ▶ ***Generation X:*** Born 1965–1980, “The Latchkey Generation.”  
Products of divorced parents.  
**Traits:** Independent, family-focused, intolerant of bureaucracy, critical, hardworking, and socially responsible.





# Generation y

- ▶ ***Generation Y:*** Born 1981–1995. “The Entitled Generation.” Influenced by technology and doting parents. **Traits:** Highly socialized, loyal, technologically savvy, socially responsible, and require work–life balance.



# LINKSTERS

- ▶ ***Linksters:*** Born after 1995. “The Facebook Crowd.” Influenced by a media-saturated world. **Traits:** Technologically dependent, closely tied to parents, tolerant of alternative lifestyles, involved in green causes and social activism.



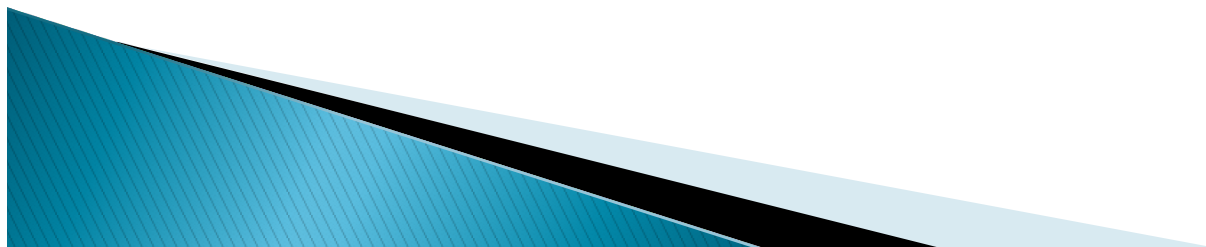
# Millennials

- ▶ Generation Y + Linksters



# Knowing the Workforce – Part IV

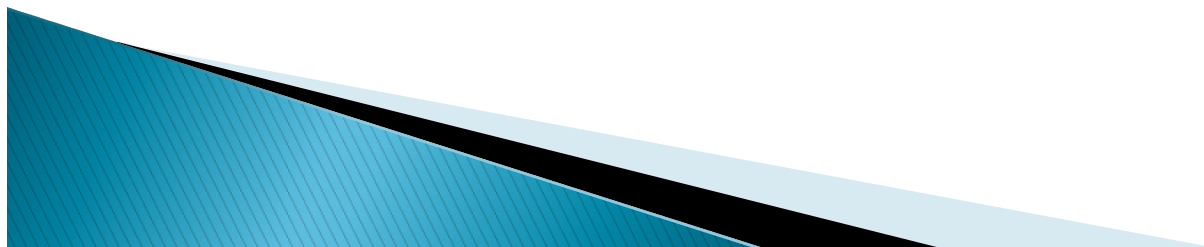
- ▶ The condition of the supply of people:
  - Chronically unemployed
  - Ready to go with little training
  - Ready willing and able to go right away
  - New career – good track record of work transferring



## Knowing the Workforce

### **The Chronically Unemployed:**

- ▶ About 6.2 million Americans, 45.1 percent of all unemployed workers in this country, have been jobless for more than six months – at its highest since the Great Depression.
- ▶ The bigger the gap on someone's resume, the more questions employers have.



# Knowing the Workforce

## **The Chronically Unemployed:**

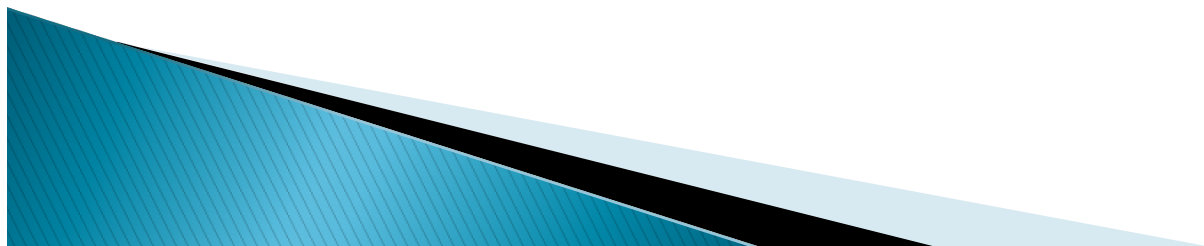
- ▶ They have usually run out of unemployment benefits
- ▶ They don't have money to get new training,
- ▶ No money to buy new clothes
- ▶ May not have transportation to get to the job interviews
- ▶ Today a lot of people who have had careers are finding themselves in this situation as work disappears



## Knowing the Workforce

### **Ready to go with little or no training:**

- i.e. Oscar Meyer workers
- Many of the workers have had long careers
- There are many with specialized skills
- Many may have to start new careers
- Many have excellent work histories

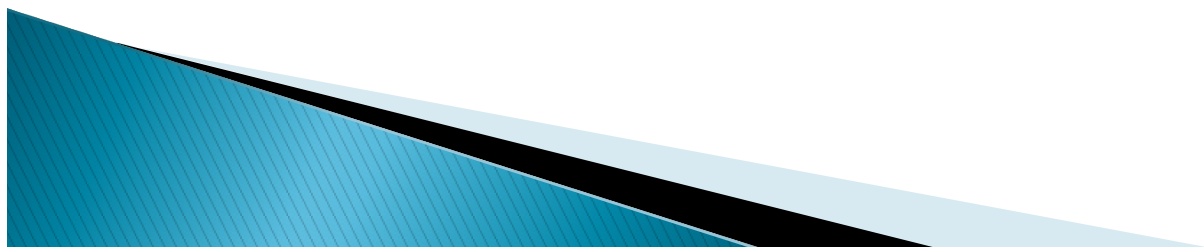




## Knowing the Workforce

### **New career:**

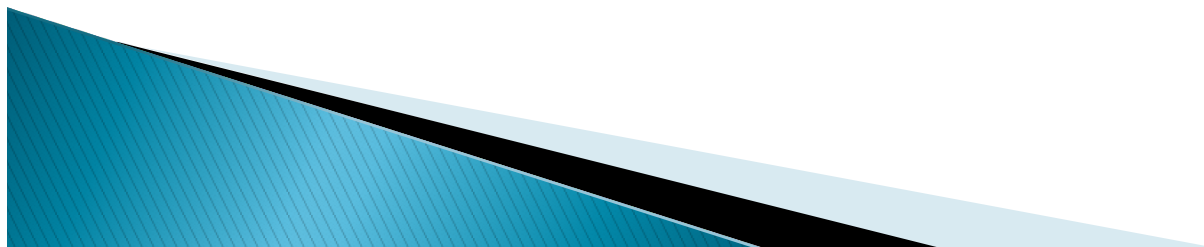
- There are many who are underemployed and looking to upgrade to sustainable wages
- Many new high school graduates who are new to work
- There are some young adults who may have dropped out of college
- Some ex-offenders looking for a new start
- There are a whole host of folks looking for new careers



# Going Beyond Placement – Part V

## **Retention and Support Services:**

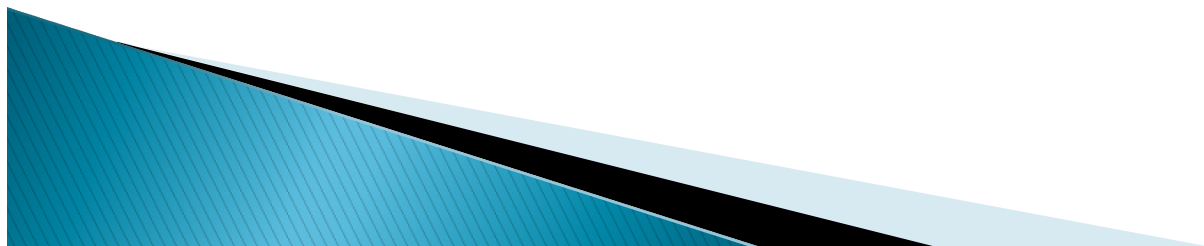
- ▶ Enhanced Case Management
- ▶ Problem mitigation
- ▶ One-on-one coaching
- ▶ Connecting to community resources (fatherhood help)



# Going Beyond Placement

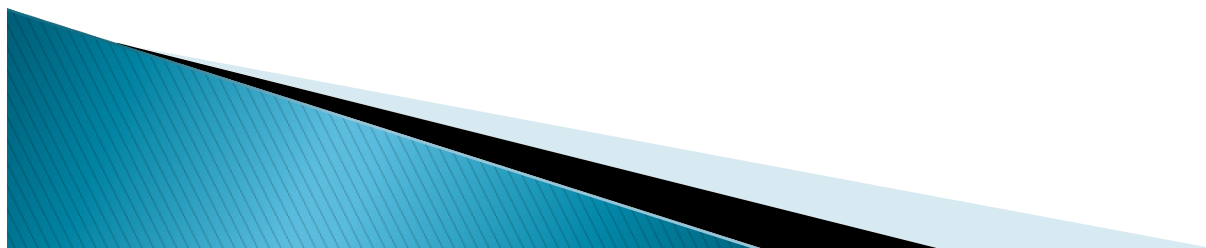
## **Supportive Services**

- ▶ The model that is most effective is one that is flexible and can address a multitude of needs as they emerged.
- ▶ Effective job service programs must be flexible and have the ability to address emerging real-time needs.



# Recognizing Cultural Differences VI

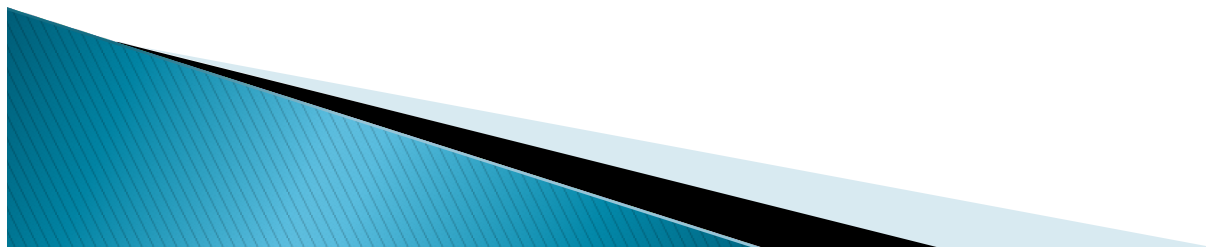
- ▶ A cultural divide exists between the contractors and the disadvantaged worker
- ▶ The contractor does not know urban culture of the disadvantaged worker (Sagging or Dreads)
- ▶ The disadvantaged worker does not know the culture of the construction industry



# Recognizing Cultural Differences

## **Cultural Competence– Two Ways**

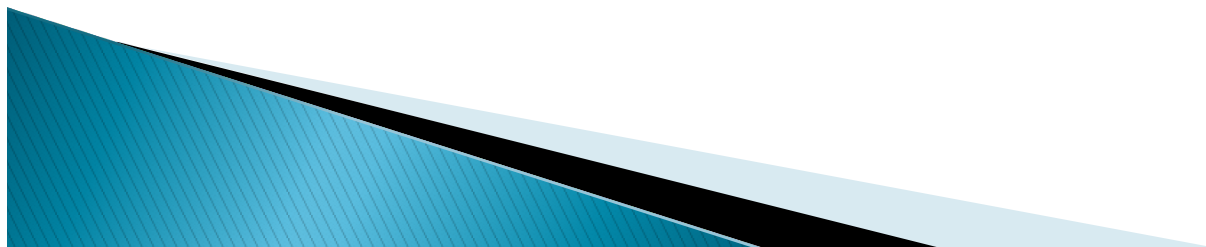
- ▶ Unfamiliarity is a Big Problem
- ▶ Workers are put in position and don't know the expectation in construction space
- ▶ May lack familiarity with the work ethic
  - There is no tolerance for tardiness
  - No tolerance for not having a driver's license



# Recognizing Cultural Differences

## **Cultural Competence– Two Ways**

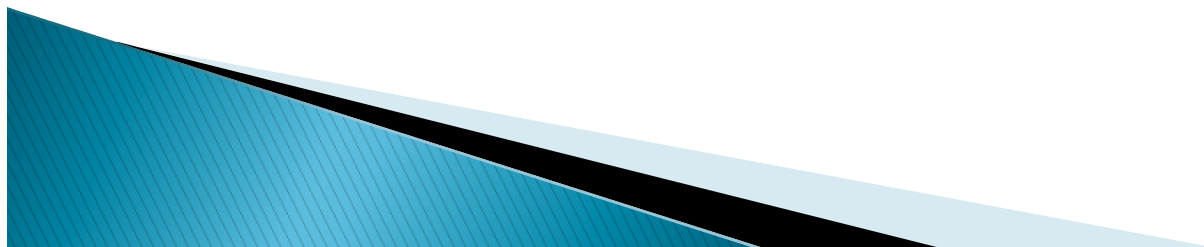
- ▶ Urban generation needs a different approach
- ▶ Language is crude on construction sites
- ▶ Foremen must be sensitized that there are workers within different generations
- ▶ The point is that it is a two way street. The industry has to understand the workforce and the workforce has to understand the industry



# Is your company ready?

**What work is your company doing to create the right culture not just to recruit, but to RETAIN a diverse workforce?**

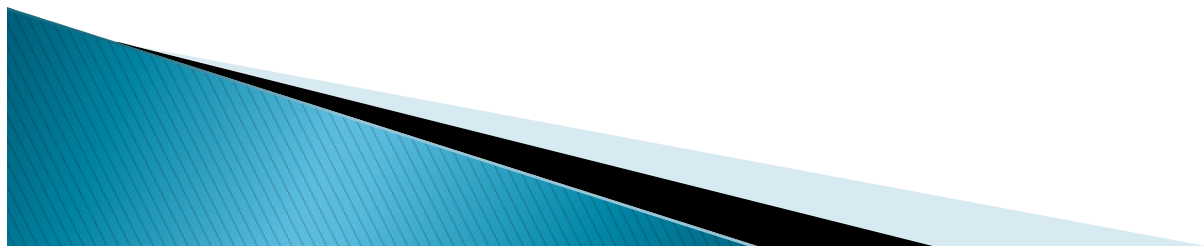
- ▶ Urban League & MadREP annual Economic Development & Diversity Summit
- ▶ Urban League, YWCA, & Latino Academy for Workforce Development host twice-yearly “Retaining a Diverse Workforce” seminars.
- ▶ YWCA, Davis Group, and others provide in-house training & consulting services





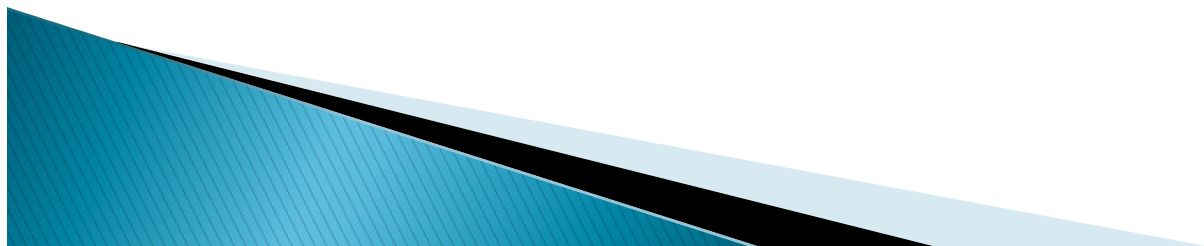
## Goals, Tracking and Monitoring – Part VII

- ▶ Who Sets the Goals?
- ▶ US Department of Labor (USDOL)
- ▶ The Office of Federal Contract Compliance (OFCCP)



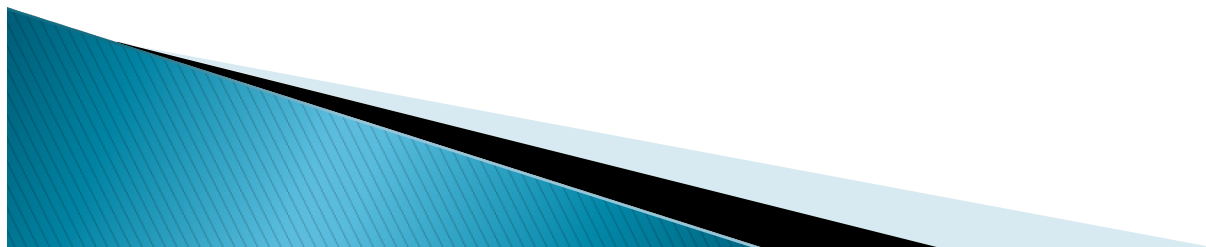
# Goals, Tracking and Monitoring

- ▶ Federal Labor Goals have not been changed since the 70's; they don't adequately match today's ethnic demographics
- ▶ It is common knowledge that the goals do not accurately reflect Madison or Milwaukee's current demographic, but nothing is ever done about it.



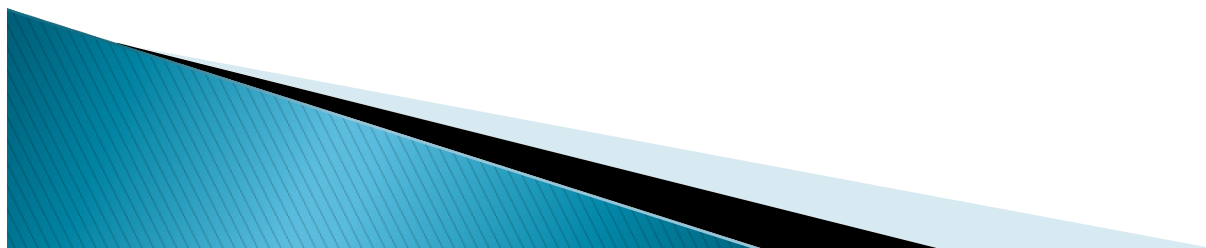
# Goals, Tracking and Monitoring

- ▶ Many government agencies don't do a good job tracking whether disadvantaged laborers are being hired, and there is rarely corrective action when a problem existed.



# Goals, Tracking and Monitoring

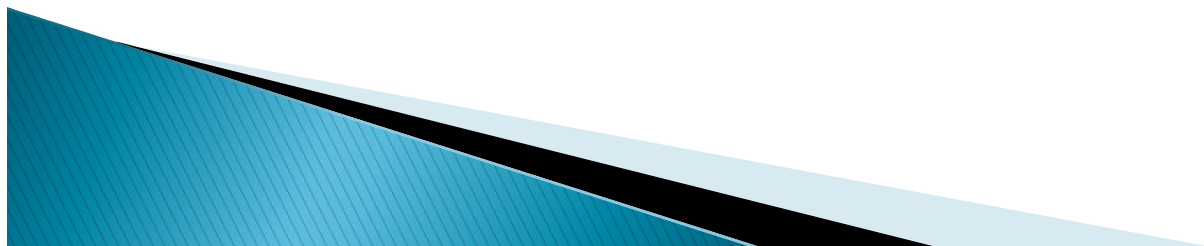
- ▶ Often, there is a lack of transparency on construction jobs. Utilization results are not widely publicized.
- ▶ Women and minority achievement on construction jobs should be shared through community outreach strategies.



# Goals, Tracking and Monitoring

## **Tracking, Monitoring and Transparency is Critical:**

- ▶ Real-time progress can only be determined when results can be tracked in an ongoing manner. This allows for adjustments and course corrections when needed.
- ▶ Waiting to examine labor achievement results at the completion of a project creates a high degree of uncertainty.
- ▶ Tracking and monitoring allows governments to maintain transparency and accountability to the community.
- ▶ Ultimately, it allowed a dialogue to occur and necessary course corrections.



# Goals, Tracking and Monitoring

## **Aspirational Goals**

- ▶ It is important not just to set aspirational goals but to achieve them
- ▶ They are best for addressing inequity and fairness
- ▶ Aspirational Goals are not enforceable by law but they are “just”

