



New Hampshire
DOT
Department of Transportation

***FED 4 Adoption of Standard
On-the-Job Training Manual***

A handwritten signature in blue ink, appearing to read "C. H. [unclear]".

Approved by: Deputy Commissioner

12/28/2018

Date



**New Hampshire Department of Transportation (NHDOT)
On-the-Job (OJT) Training Manual
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Dear Contractor,

Welcome to the New Hampshire Department of Transportation (NHDOT) On-the-Job Training (OJT) Program. It is the policy of the New Hampshire Department of Transportation to ensure non-discrimination in all programs and activities as affirmed through NHDOT **FED 1 Non-Discrimination** policy and its accompanying Title VI Assurances with the Federal Highway Administration (FHWA).

In consideration of other Federal Equal Employment Opportunity (EEO) requirements, the FHWA's OJT Program is an Equal Employment Opportunity Program that provides a means to meet projected workforce demands. The purpose of the OJT Program is to upgrade minorities and women toward journeyworker status in the highway construction trades, specifically trades in which minorities and females have been historically under-represented. To this end, the Department has established procedures in accordance with 23 CFR § 230.111, Implementation of Special Requirements of On-the-Job Training, and 41 CFR § 60-4, Affirmative Action Requirements, to determine appropriate numbers of persons to be trained on selected projects. The resulting training requirements appear as Training Special Provisions and are contained in designated federally-assisted construction contracts.

Accordingly, where Training Special Provisions apply, contractors are required to make good faith efforts to hire minority and female workers. These efforts include conducting direct recruitment through public and private sources likely to yield high numbers of minority and female applicants available within a reasonable geographic area of recruitment. Contractors should also promote and encourage the participation of minority and female employees in this program, provided the training offered would serve to upgrade their current employment status. These requirements are not intended to discriminate against any applicant for training, whether a minority group member or not. Contractors that are unsuccessful in recruiting minority and female applicants may enroll any qualified applicant.

To assist contractors in complying with the Training Special Provisions of a selected project, the NHDOT Federal Compliance Office has prepared this program document. We hope that you will find the information contained within comprehensive and helpful as you carry out the training requirements specified in your contract.

Sincerely,



Victoria F. Sheehan
Commissioner

POLICY NUMBER: FED 4	POLICY NAME: ADOPTION OF STANDARD 23 CFR, Part 230 On-the-Job Training/Supportive Services
ADOPTION DATE: <i>November 20, 2018</i>	LAST UPDATED: <i>November 20, 2018</i>
POLICY APPROVED BY: <i>Commissioner, NHDOT</i>	SIGNATURE: 
RESPONSIBLE OFFICE: <i>Commissioner/ Deputy Commissioner</i>	CONTACT PERSON: <i>Chief of Federal Compliance</i>
REQUIREMENTS: <i>23 CFR § 230.111, Implementation of Special Requirements of On-the-Job Training</i>	PROCEDURES AND RESOURCES: <ul style="list-style-type: none"> • FED 1 Non-Discrimination • FED 4 OJT Training Manual • 23 USC 140(b), SAFETEA-LU, Executive Order 13216, Executive Order 13230, Executive Order 13256, Executive Order 13270

POLICY STATEMENT

It is the policy of New Hampshire Department of Transportation (NHDOT), as a recipient of Federal financial assistance, to adopt and fulfill our legal obligations pursuant to *Title 23, Part 230 On-the-Job Training (OJT)/Supportive Services (SS)* of the U.S. Department of Transportation Regulations.

SCOPE

This policy shall apply to all employees in all organizational units of NHDOT.

DEFINITIONS

On-the-Job (OJT) Training: Training provided by a contractor in a federally-assisted designated construction contract with the goal to offer equal opportunity for the training and/or job advancement of women, minorities, and disadvantaged individuals in the highway construction trades.

Minority: A person who is: 1) Black: a person having origins in any of the black racial groups of Africa; 2) Hispanic or Latino: a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race; 3) Asian American: a person having origins in any of the original peoples of the Far East, Southeast Asia or the Indian subcontinent; 4) American Indian and Alaskan Native: a person having origins in any of the original people of North America, South America (including Central America), and who maintains cultural identification through tribal affiliation or community recognition; or 5) Native Hawaiian and Other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands.

“Disadvantaged” Individual: A person who meets at least one of the following criteria:

- A person who receives, or is a member of a family and/or household which receives, cash payments under a Federal, State, or local income-based public assistance program.
- A person who is a member of a family and/or household that receives (or has been determined within the 6-month period prior to registration for the program involved to be eligible to receive) Food Stamps/EBT card under the Food Stamp Act of 1977.
- A person who is a foster child on behalf of whom State or local government payments are made.
- A person who does not have a high school diploma.
- A person from a family whose total annual household income is below the limits listed below:

INDIVIDUALS IN FAMILY/HOUSEHOLD	POVERTY GUIDELINES
1	\$12,140
2	\$16,460
3	\$20,780
4	\$25,100
5	\$29,420
6	\$33,740
7	\$38,060
8	\$42,380

- For families/households with more than 8 persons, add \$4,320 for each additional person.
- A person with a disability whose personal income meets the established income criteria above, even if the individual’s family does not meet the income eligibility criteria.
- A person who qualifies as a homeless individual, as defined in the Steward B. McKinney Homeless Assistance Act. The poverty guidelines are updated periodically in the Federal Register by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. 9902(2). *Federal Register, Vol. 83, No. 12, January 18, 2018, pp. 2642-2644.*

Any additional definitions related to this policy may be viewed on the SOS **Approved Definitions** page.

COMMENTS

1. The New Hampshire Department of Transportation (NHDOT) is committed to the principles of equal opportunity and takes measures to ensure that no person shall, on the grounds of state or federally protected categories (race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender, gender identity, genetics, veteran status) be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination, harassment, or retaliation under any program or activity.

2. Additionally, NHDOT as a recipient of federal funding is obligated to further this commitment through the adoption of Federal and State Standards by developing, implementing, and reporting on mandatory programs as required. As such, NHDOT is committed to continuous improvement in administration of the Federal Highway Administration (FHWA) OJT Program with the goal to increase the number of minorities, women, and disadvantaged individuals in the highway construction trades in which they have been historically under-represented.
3. NHDOT implements its legal obligation to support and enforce the requirements of *23 CFR, Part 230 On-the-Job Training/Supportive Services* through the following:
 - a) Establishment of an adequately staffed Office of Federal Compliance charged with responsibility to implement and oversee requirements under this regulation.
 - b) The designation of a position in the Office of Federal Compliance with formally assigned responsibility to administer the On-the-Job Training and Supportive Services Programs
 - c) The development and implementation of the **FED 4 OJT/SS** program and associated supporting documents and reports
4. NHDOT will communicate and enforce its commitment to this policy to our employees, consultants, contractors, and other interested parties. Contract managers (design) are responsible to ensure appropriate OJT/SS documentation is included in the contract documents. Contract administrators (construction) are responsible to oversee implementation of the contract requirements.
5. Any previous references or guidance related to policies, directives, procedures, manuals, and forms not included in the SOS are superseded by approved SOS documents.
6. Any employee found to have violated the SOS policies and/or procedures will be subject to appropriate disciplinary action up to and including discharge from employment pursuant to ***PART Per 1002 of the Rules of the Division of Personnel.***
7. The Standard Operating System (SOS) and all documents pertaining to it will be located in the ***Index*** on the Department's Intranet, accessible to all employees with computer access. For employees without computer access, hard copies of the SOS will be made available upon request and at all Department work facilities.

ON-THE-JOB TRAINING MANUAL

PURPOSE AND OVERVIEW

PURPOSE

This manual is issued by the New Hampshire Department of Transportation (NHDOT), Office of Federal Compliance (OFC) to help contractors be successful in the On-the-Job Training (OJT) Program. Contractors should use this manual as a guide to recruit trainees and to prepare for, and implement, the training program. The training provided by contractors through this program should meet the needs of the project, introduce or advance the trainee's career in the highway construction field, and meet the required training hours needed to fulfill the contract requirement. This manual is available in alternative formats. For information, please contact the External Equal Employment Opportunity (EEO) Coordinator.

AUTHORITY

This manual is issued under the authority of NHDOT **EX 1 Standard Operating System** policy and approved by the Deputy Commissioner of the NHDOT. The NHDOT Responsible Office is the Office of Federal Compliance and the contact person is the External EEO Coordinator.

SCOPE

This manual shall apply to all employees in all organizational units of the NHDOT, as well as to any contractors who have program responsibilities including the support and implementation of Federal Programs to ensure non-discrimination in all activities.

REFERENCES

This OJT Manual is supported by NHDOT **FED 1 Non Discrimination** policy and the Commissioner's Title VI Assurances Statement.

GENERAL

The New Hampshire Department of Transportation has established procedures in accordance with 23 CFR § 230.111, Implementation of Special Requirements of On-the-Job Training, and 41 CFR § 60-4, Affirmative Action Requirements, to determine appropriate numbers of persons to be trained on selected projects. The resulting training requirements appear as Training Special Provisions (Appendix 4) and are contained in designated federally-assisted construction contracts.

TRAINING

Training to support this manual and the success of the OJT Program is provided through the New Hampshire Department of Transportation, Office of Federal Compliance (OFC) and Supportive Services Contract. The names and contact information for resources are provided in "Section 2: Important Contacts."

OVERVIEW

The primary goal of the OJT Program is to offer equal opportunity for the training and job advancement of women and minorities in the highway construction trades. OJT is a program of the Federal Highway Administration (FHWA) which requires state transportation agencies to establish apprenticeship and training programs targeted to move women, minorities, and disadvantaged individuals into journey-level positions. See Appendix 6 for Definitions. This program exists to ensure that a competent workforce is available to meet highway construction hiring needs and to address the historical underrepresentation of members of these groups in highway construction skilled crafts.

If you have an OJT requirement in your contract, you are part of efforts being made by many contractors across the country, who are working to create more opportunities for women and minorities in the construction industry. Thank you for your participation in this important program!

BENEFITS TO CONTRACTORS

LONGEVITY

Most trainees continue working for contractors after they complete their training. This is a benefit to the trainee and also a benefit to the contractor, especially as more workers approach retirement age.

UPGRADE

OJT can be a convenient way to promote or upgrade positions within your existing workforce. This can help with retention if contractors invest in incumbent workers.

QUALITY

OJT ensures that new hires are trained to the desired specifications of the job. The classifications and training programs offered through OJT are designed for site-specific needs.

EMPLOYABILITY

OJT widens the pool of job-ready talent worthy of hiring and has been successfully used by businesses to hire candidates who lacked specified technical skills but possessed strong interpersonal or other employability skills and prior work experience.

PRODUCTIVITY

OJT builds a skilled workforce, increasing productivity and capacity to grow the business and create more jobs.

BOTTOM LINE

OJT reduces the inherent risks and training costs associated with hiring a new employee. Contractors benefit from the additional assistance and support provided to the trainee through the NHDOT OFC and OJT Supportive Services.

Adapted from "Strategies for Implementing OJT Simply and Effectively: An On-the-Job Training Brief and Resource Guide" by the U.S. Department of Labor, Employment and Training Administration, June 2015.

SECTION 1

Important Contacts

OVERVIEW: This section of the OJT Manual provides contacts within the NHDOT Office of Federal Compliance and OJT Supportive Services to assist contractors with OJT requirements.



*Holly Stewart completing 800 hours of
equipment training for the OJT Program*

Photo Courtesy of R.S. Audley, 2015

IMPORTANT CONTACTS

New Hampshire Department of Transportation

The New Hampshire Department of Transportation (NHDOT) Office of Federal Compliance (OFC) oversees NHDOT civil rights programs, including the OJT Program, in order to assure full equal opportunity compliance.

NHDOT CONTACT INFORMATION	NHDOT CONTACT INFORMATION
Larisa Djuvelek-Ruggiero External EEO Coordinator* NHDOT Office of Federal Compliance 7 Hazen Drive, PO Box 483 Concord, NH 03302-0483 Tel: (603)271-6612 Fax: (603)271-8048 <i>Larisa.Djuvelek-Ruggiero@dot.nh.gov</i>	Jay Ankenbrock Chief of Labor Compliance NHDOT Office of Federal Compliance 7 Hazen Drive, PO Box 483 Concord, NH 03302-0483 Tel: (603)271-2467 Fax: (603)271-8048 <i>John.Ankenbrock@dot.nh.gov</i>

*The External EEO Coordinator is your primary contact for requests regarding the OJT Program.

OJT Supportive Services

To provide excellent support to contractors with OJT requirements, NHDOT has contracted with external supportive service providers to be the go-to resources for contractors as they navigate the OJT process. Supportive Services may assist you with recruitment and hiring strategies, navigating the OJT process, and troubleshooting any issues that arise.

OJT Supportive Services	OJT Supportive Services
Greg Hessel Principal, ReGeneration Resources 5 Timber Lane Brattleboro, VT 05301 (802)251-0048 <i>Greg@ReGenerationResources.org</i>	Claire Wheeler Principal, RE: WORK LLC 7 College Street Montpelier, VT 05602 (802)595-9120 <i>claire@thisisrework.com</i>

For more information about NHDOT's Civil Rights programs, visit
<https://www.nh.gov/dot/org/administration/ofc/index.htm>.

SECTION 2

Contractor Responsibilities

OVERVIEW: This section of the OJT Manual provides information about contractor responsibilities within the OJT program. Participation in and support of the OJT program is a requirement for all contractors participating in contracts that are federally assisted and where NHDOT has assigned a requirement for an OJT trainee.



CONTRACTOR RESPONSIBILITIES

To fulfill OJT contract requirements, contractors must make every effort to enroll female and minority candidates by employing recruitment strategies and tactics geared toward fulfilling the classification-specific training program selected by the contractor. Contractors may choose to upgrade existing female or minority employees if the new training offered would serve to upgrade their current employment status. Each program shall be designed to provide as much meaningful training as is possible. In addition to providing training, the contractor will make an effort to retain the trainee after successful completion of training hours.

Notification of OJT Requirement

When a contractor's bid containing an EEO Training Special Provision (Appendix 5) has been approved by Governor and Council, the NHDOT Office of Federal Compliance (OFC) External EEO Coordinator notifies the contractor and asks them to submit ***OJT Form 1: On-the-Job Training Acknowledgement and Statement of Intent*** (Appendix 2). This form is to be submitted approximately 30 days after the expected construction start date as indicated in the in the Bureau of Construction Notice to Proceed. This form serves as a plan and helps to ensure that the contractor has reviewed program requirements and to ensure the selection of one or more appropriate Training Classifications (Appendix 1).

Good Faith Effort

Contractors are required to make good faith efforts to hire minority and female workers. Such efforts include conducting direct recruitment through public and private sources likely to yield high numbers of minority and female applicants. Contractors should also promote and encourage the participation of internal minority and female employees in this program if the training offered would serve to upgrade their current employment status.

Training will be primarily limited to minorities and women until such time that the contractor's workforce is representative of the participation goals outlined in 41 CFR § 60-4.2—Solicitations (Appendix 4). This requirement is not intended to discriminate against any applicant for training, whether a member of a minority group or not.

If the "no later than" (NLT) date indicated on ***OJT Form 1: On-the-Job Training Acknowledgement and Statement of Intent*** (Appendix 2) has passed, and an OJT candidate is not identified, the contractor must notify the NHDOT Office of Federal Compliance (OFC) and provide documentation of their good faith efforts made in attempting to enroll a female or minority candidate in the program.

Contractors must provide documentation of the following four (4) actions to meet the minimum OJT Good Faith Effort (GFE) requirements:

1. A list established at the beginning of the OJT candidate search, documenting contact information of recruitment referral sources likely to yield minority and female employment candidates. Examples: local NH Employment Security offices, private employee referral sources, trade organizations, trade schools, and community groups when applicable.
2. Written notification to the above minority and female recruitment sources detailing OJT employment opportunities available and qualifications desired, including a record of each organization's response. All recruitment efforts to fill OJT requirements must be timely with respect to **OJT Form 1: On-the-Job Training Acknowledgement and Statement of Intent** (Appendix 2).
3. A file containing the names, addresses, and telephone numbers of each minority and female applicant identified as a walk-in applicant, recruitment source referral, current employee referral, or referral from any other source, detailing what action was taken with respect to each applicant and why.
4. Copies of advertisements for OJT employment opportunities in publications available to minorities and women in the area where the project workforce would normally be derived. See Section 3: Recruiting an OJT Trainee of this manual for guidance and support.

The NHDOT External EEO Coordinator will review the documentation provided to confirm that the contractor made adequate good faith efforts and then to determine whether an alternate qualified candidate may be selected. If the selection of an alternative candidate is not possible, the NHDOT External EEO Coordinator may recommend requesting a contract modification to waive the training requirement and notify the Bureau of Construction.

Sanctions

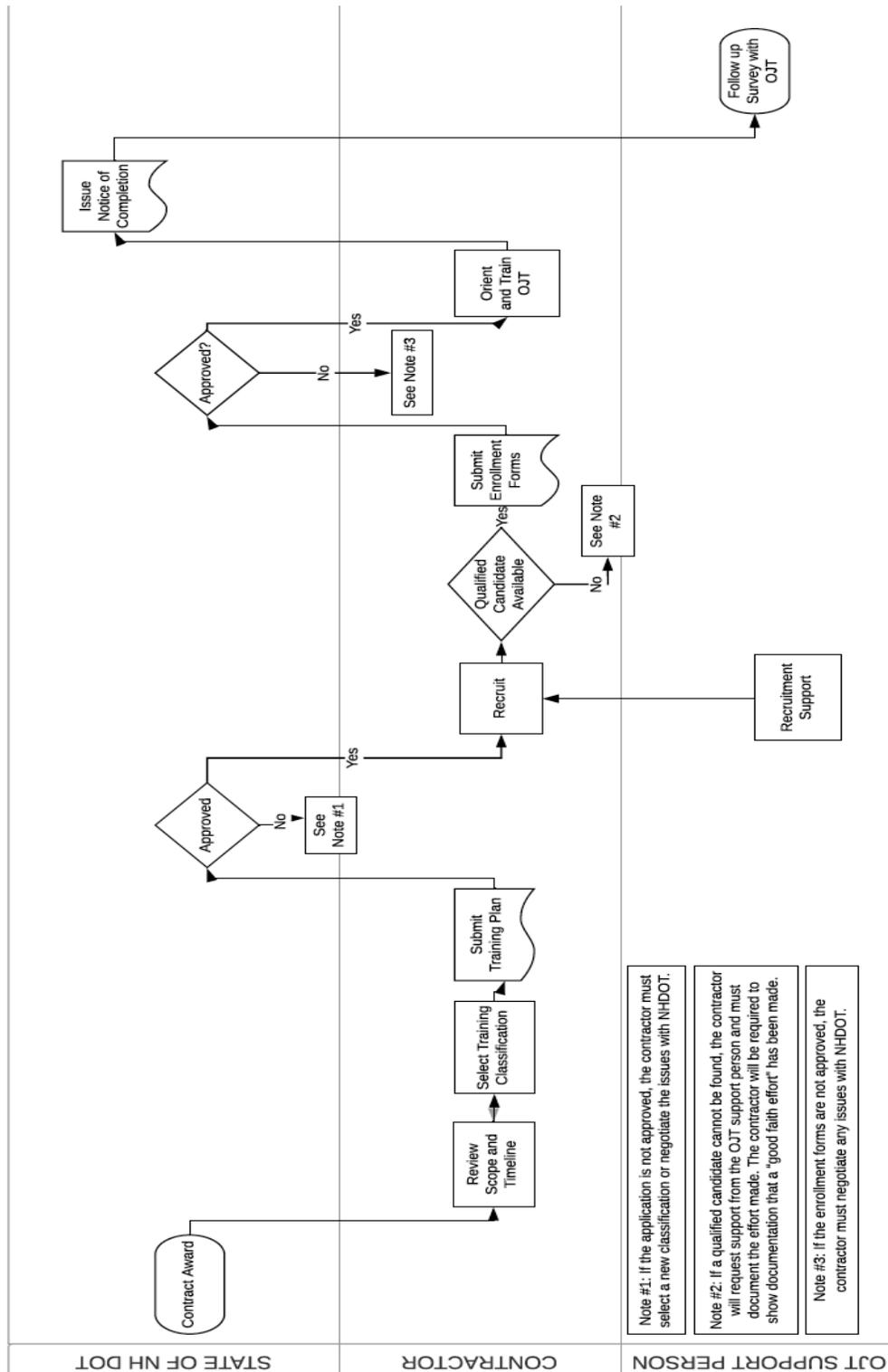
Alternatively, if the NHDOT External EEO Coordinator has determined that the contractor failed to make, or provide adequate documentation to support a good faith effort, a recommendation to impose appropriate sanctions will be made to the NHDOT Prequalifying Committee. Sanctions may include, but are not limited to, issuing a corrective action plan, withholding payments, and/or cancellation or suspension of the contract, in whole or in part.

SECTION 3

OJT Process Overview

OVERVIEW: This section of the OJT Manual describes detailed requirements of the OJT Program.





OJT STEP BY STEP PROCESS

The OJT process can be broken down into a step by step process. This page summarizes each step and following pages in this section provide greater detail to assist with implementation of the each of the steps.

1. **Create Your Strategy** | Use the “Creating Your OJT Strategy” section, on page 20, to create a training plan for recruiting, hiring, and training an OJT by considering the project scope and timeline, the current workforce, whether to hire internally or externally, the most beneficial trainee classifications for the project, and the capacity on the project to support an OJT with teamwork and training. Supporting trainee classification documents are provided in Appendix 1.
2. **Review OJT Classifications and Start the Paperwork** | Based on the training plan created in Step 1, submit **OJT Form 1: On-the-Job Training Acknowledgement and Statement of Intent** to the External EEO Coordinator at NHDOT for approval. This includes desired classification(s), training timeline, current workforce demographics and media release form.

Appendix 2 provides all the forms that are required to be submitted in the OJT process.

3. **Recruit an OJT Trainee** | Using your company’s best practices and the “Recruitment” section of this handbook, begin recruiting for the OJT position.
4. **Hire an OJT Trainee** | When you have found a good fit, make an offer to the candidate and submit **OJT Form 2: Trainee Enrollment and Training Plan** (Appendix 2) to the External EEO Coordinator for approval.
5. **Provide Training and Ongoing Support** | Conduct the “Trainee Orientation” and implement the training plan as suggested by the chosen classification. Maintain good communication with the site supervisor, trainee, trainer(s), OJT Supportive Services, and the External EEO Coordinator at NHDOT. A key to successful OJT training is ongoing, open communication involving all parties. As issues or concerns arise, bring them to the attention of OJT Supportive Services and the External EEO Coordinator as soon as they arise so that they can be resolved promptly.

Keep track of the training completed and submit each week on **OJT Form 3: Weekly Training Report** (Appendix 2) to NHDOT Contract Administrator for approval.

Remember to use the training plan you created to support the OJT experience and seek the approval of the External EEO Coordinator to make adjustments to the plan as unexpected needs or concerns arise.

6. **Training Plan Modifications** | If a trainee is not able to complete the training as originally planned, submit **OJT Form 4: Transfer/Modification Request** (Appendix 2) to the External EEO Coordinator for approval.
7. **Training Completion** | Once the training is complete, confirm completion with the External EEO Coordinator, who will issue a **Certification of Completion** (Appendix 3) to the trainee. This is a great opportunity to discuss future hiring possibilities with your trainee as well!

REMEMBER! OJT trainees are people who traditionally are left out of the construction trades and, as such, might be experiencing challenges or issues that your regular workforce does not.

1) CREATING YOUR OJT STRATEGY

When preparing to meet OJT requirement(s), use these factors to create a preliminary training strategy that will help you find the right candidate as well as the right training classification for your company.

Eligibility Requirements

The OJT program is designed specifically for training and job advancement of women and minorities in highway construction trades specifically trades in which minorities and females have been historically under-represented. It can help to keep your target audience in mind when conducting recruitment activities. Consider which population is the best fit for you based on your site locations and the demographic makeup of your current workforce. Contractors have been successful by directing recruitment efforts towards women and minority populations (rather than prioritizing one over the other).

To meet OJT Trainee Eligibility Requirements, the candidate:

- Must identify as a woman or minority.
- Be at least eighteen (18) years of age.
- Must not have been previously enrolled in an OJT program, unless as a upgrade from current employment status.
- Will not be enrolled as an OJT in any classification for which they have already successfully completed training or in which they have been gainfully employed.

Internal vs. External Hires

OJT positions may be filled through internal or external hires. As a part of your recruitment strategy, consider whether an internal or external hire is the best fit for your project(s). In the case of an internal hire, the training opportunity must upgrade the employee's current employment status and be approved by the NHDOT External EEO Coordinator. External hires can bring needed additional capacity to your team and can make it easier to recruit for future OJT positions, while promoting an internal candidate can fulfill organizational goals for professional development and reduce the risk of turnover. Additional recruitment strategies for both internal and external hires are discussed below.

Project Specifics

The location and specific capacity needs of the project that includes OJT requirement(s) can help clarify your recruitment and training strategy. Some contractors find success by recruiting for the specific classifications needed on the project (i.e. "Paid Training for Equipment Operator" rather than a more general recruitment approach (i.e. "Construction Training Opportunity"). Select the classification(s) that best fit the project(s) and that will support your recruitment efforts.

Teambuilding

It is important to think about how the project crew will work with and alongside the OJT trainee. Opportunities to learn from others and build relationships in the construction trades can be powerful recruitment tools. Conversely, a crew that exhibits casual or explicit racist or sexist behavior can make it more difficult to attract and retain OJT trainees. Therefore, it is important to communicate to your employees the purpose of the OJT program while fostering a professional and respectful working environment for all employees.

Training Capacity

Before beginning to recruit, consider how you will train the employee. You can advertise benefits of your company's training approach to attract possible candidates. You can also set reasonable expectations for the employees who will be conducting the training ahead of time. Trainees should be assigned to a journey worker, supervisor, or other knowledgeable employee who will, on a daily basis, direct, review, and observe the trainee's progress. In addition to assigning a specific trainer, the most successful OJT companies see training as everyone's job. Make sure there is a solid plan for training an OJT trainee and that everyone involved with training is aware of their responsibilities. Consider offering incentives to trainers for their time and expertise.

A list of OJT Trainee Classifications, as well as detail describing requirements of each Classification, is provided in Appendix 1.



2) SELECTING OJT CLASSIFICATIONS

After thinking through your OJT strategy, the next step in recruiting an OJT is selecting the training classification(s). Training classifications have an assigned wage rate issued by the U.S. Department of Labor. Additionally, training in lower-level management positions specifically related to construction is permissible. Training in the “laborer” classification will only be permitted when the project scope is insufficient to provide necessary training in the skilled trade classifications approved for the project, or when the company has met the minority and female participation goals for skilled trades specified in the contract Affirmative Action Requirements, 41 CFR § 60-4.2-Solicitations (Appendix 4).

In selecting a training classification, the contractor should review the project scope and construction timeline and choose a training classification in a trade in which the company’s representation of minorities and females is below that of the participation goals established in the contract Affirmative Action Requirements, 41 CFR § 60-4.2- Solicitations.

Modified Classifications

Although contractors are encouraged to select one of the training classifications provided in this manual, classifications from other approved programs may be selected, provided they are consistent with the OJT program’s intent. Alternatively, if the training opportunities provided by a given project are not adequate to fulfill the requirements of the training classifications established in other approved programs, the contractor can develop and propose a modified training classification. This modified classification must be reviewed by the NHDOT Contract Administrator and approved by the External EEO Coordinator prior to recruitment.

Subcontractors

While entire projects may provide ample training opportunities, the prime contractor’s portion of work may not. Accordingly, the prime contractor can consider proposing to subcontractors that portions of the training requirements be incorporated into the subcontractors’ work. Nonetheless, prime contractors are ultimately responsible for fulfilling Training Special Provisions (Appendix 5) as stated in the contract.

Essential Job Functions

Contractors can only require that applicants possess the ability to perform “essential” job functions of the selected training classification, with or without a request for reasonable accommodation under the Americans with Disabilities Act (ADA). Accordingly, contractors are strongly encouraged to establish, in writing, the essential functions for each training classification.

OJT Form 1: On-the-Job Training Acknowledgement and Statement of Intent

For each project with an OJT requirement, contractors are required to submit **OJT Form 1: Training Acknowledgement and Statement of Intent** (Appendix 2) approximately 30 days after the expected construction start date. This two-page form has been designed as a comprehensive tool that reinforces the Affirmative Action Requirements of 41 CFR § 60-4.2—Solicitations (Appendix 4). Additionally, this

form ensures that the contractor has reviewed the project scope to ensure that all training requirements under the selected classification can be fulfilled. The External EEO Coordinator must approve the completed form before the start of training.

To ensure the successful completion of all training requirements, contractors should consider the required hours and/or weeks of training and the nature of project work to be performed for the remainder of the construction season. When possible, contractors should avoid extending training over the course of two seasons. Chances of success are significantly greater when training is initiated at the beginning of a construction season.

Page one of **OJT Form 1: Training Acknowledgement and Statement of Intent** contains an acknowledgment that the contractor has reviewed the requirements stated in the contract and will make every good faith effort to recruit, within a reasonable area, a minority or female trainee in a classification for which the contractor's representation is below the goals established in 41 CFR § 60-4.2—Solicitations (Appendix 4) as stated in the contract. Page 2 of the form contains a data table. The contractor will use this table to enter demographic data for all classifications represented in its current workforce and computes the percentages of minority and female representation in columns (i) and (j) and compares them with established goals. This form should be faxed to the External EEO Coordinator at (603)271-8048 or e-mailed to laborcompliance@dot.nh.gov.



3) RECRUITING AN OJT TRAINEE

Recruitment Tips

- ✓ Engage current employees and past OJT participants to assist and identify potential applicants.
- ✓ Contact OJT Supportive Services for assistance with OJT recruitment.
- ✓ Establish and maintain a current list of minority and female recruitment sources and follow up on previously received applications for employment from minorities or women when applicable skilled positions are available.
- ✓ Maintain a current file of the name, address, and telephone number of each minority, female, disadvantaged person, or off-the-street applicant; and minority, female, or referral from a recruitment source or community organization.
- ✓ Participate in area programs and events that expressly include minorities and women.
- ✓ Disseminate the contractor's EEO policy by providing notice to unions and training programs, and include this information in a company policy manual, newsletter, annual report, etc.
- ✓ Disseminate the contractor's EEO policy externally by including it in any advertising and discussing this policy with other contractors and subcontractors.
- ✓ Direct recruitment efforts toward female and minority organizations, local schools, and training organizations.

Internal Recruitment

Referral Incentive

Encourage current employees to refer their friends and family members to apply to the program through an established referral incentive or by creating one specific to the OJT program. Contractors have found success by including a notice with employee paychecks describing the program, the specific opportunity, and offering a monetary incentive or a bonus for any applicants that meet the program eligibility requirements.

Current Employees

Upgrade or offer training to current minority and female employees from unskilled positions to skilled training classifications when possible. This is an available option as long as the training offered would serve to upgrade their current employment status.

Advertising

Print and Radio Ads

Be strategic when advertising your positions. Find publications and other media that reach your target audience:

- Newspapers or newsletters (electronic or hardcopy) circulated in specific communities or neighborhoods
- Local radio stations (one contractor told us that they reached qualified female candidates by advertising on a country radio station)
- Local television programming
- Church/faith organization publications
- School/college newspapers and other media
- Social service organization publications
- Some contractors found success advertising in hunting or car sales publications such as Auto Trader

Social Media

Facebook and Instagram

If your company already has a Facebook account, using it to recruit OJT applicants is an excellent and affordable advertising option. Facebook allows you to select the specific demographics and geographic range of your advertising and you can choose the budget that you wish to spend so you won't be surprised by any unexpected costs. Because Facebook also owns Instagram, this process will allow you to put ads on Instagram via the placement option in the steps outlined below. If you need assistance, contact OJT Supportive Services.

Craigslist

Craigslist remains one of the largest and most successful job boards in the world. Its affordability and hyper-local focus make it a great option for online recruitment. Ads typically cost \$25 to post for 30 days on Craigslist in New Hampshire.

LinkedIn

LinkedIn offers the ability to create online job postings to advertise open positions at your company. These can be searched by job seekers throughout the LinkedIn network.

Online Job Post Sites

You may also consider setting up an account with recruitment, or job posting site, such as Indeed.com or Monster.com, etc. Pricing for these services vary.

REMEMBER! Save copies of your advertisements and keep track of when and where you placed the ads. We may ask to see this documentation.

Advertising Tips

- ✓ Advertise your OJT position with other open positions instead of doing a separate listing.
- ✓ Include EEO language (i.e. “An Equal Opportunity Employer,” “Women and Minorities Encouraged to Apply”) and consider including a statement about how your company values diversity.
- ✓ The OJT program is a federally-assisted affirmative action program. You can specifically state in the advertisement that the purpose of the open position is to diversify the workforce and offer women and minorities an opportunity for training in the construction trades.
- ✓ If you are including photos in the advertisement, make sure to include women and/or minority workers in the photos.
- ✓ Include testimonials from current women and minority workers about how they enjoy working for your company.
- ✓ Try to put yourself in the candidate’s position - what language or images would peak your interest?
- ✓ Get feedback on your advertisements from current employees.
- ✓ Use what you’ve got! One contractor, located on a busy state highway, decided to invest in a nice sign advertising open positions to increase walk-in applications.
- ✓ Test your job ads. Find a digital copy of the last job ad you wrote. Highlight the text, then right-click and copy it in its entirety. Now go to <http://gender-decoder.katmatfield.com> and paste your job ad into the text box provided. The “Gender Decoder” will then tell you whether your job ad is feminine-coded (i.e. if your job ad is written with more a leaning toward a female candidate), masculine-coded (i.e. if your job ad is written with more of a leaning toward a male candidate) or neutral (i.e. if your job has no leaning toward male or female candidates), based on the language you used to construct it.

Relationships

Building a Recruitment Culture

The best strategy for finding a successful OJT candidate is to build a recruitment culture throughout your team and workplace. Because the OJT program is designed specifically to reach people who have been traditionally left out of the construction trades, it can be difficult to find a good fit for a trainee position. If the staff person in charge of hiring is the only person working to recruit for the position, the task will be much more difficult. Often, excellent candidates walk through the front door of the office because they heard of a different job opening. If the first person to greet them is aware of the OJT position, that candidate can be encouraged to apply for the training opportunity. The more people in the office and in the field know about OJT, the greater the odds of being able to hire through word-of-mouth, or an employee referral. Make sure everyone on your team is aware of open OJT position(s) so they can help you recruit! Strategies to support this effort include highlighting the OJT position in the company newsletter, educating others about the position in staff meetings, and providing information about the position to the front desk.

Building Local Relationships

Build relationships with organizations and educational institutions that are likely to know qualified, diverse people who would be good candidates for your openings. Consider making a presentation to their participants or students about your company and the highway construction industry. The more you interact with partners, the more they will think about you when they come across someone who might be perfect for your company. Consider colleges and technical schools that offer construction courses, social service organizations that serve women and/or minorities, churches and faith organizations, Job Corps, YouthBuild and other local community organizations. Also see the list of Referral Resources on page 29.

Consider building relationships with local employers who hire seasonal workers during the winter months (i.e. ski industry, fuel delivery and snow removal companies) to see if there is an opportunity to speak with their workforce about your hiring needs for the summer months. This may be a win-win-win situation for both the employers and the workers.

Events

Some contractors find it useful to host an event or partner with existing events when they can meet community members and raise awareness about open positions. During the height of recruitment season, a job fair can be an effective way to reach OJT candidates. If you are participating in a fun community event like a Touch-A-Truck event, consider bringing your HR or site supervisor with you so they can talk to potential candidates there.

Tips for Recruiting (and Keeping!) a Diverse Workforce

- ✓ **Reputation** – If you build a reputation of valuing differences and providing an inclusive work environment, you will attract high-quality job applicants. This will lead to greater commitment and higher productivity.
- ✓ **Marketing** – Review your website and other promotional materials to see if they reflect a diverse workforce. Do you include photos of women and minority workers? Do you include a statement that you are an equal employment opportunity employer and that you encourage women and minorities to apply? Or a statement that you are committed to hiring a diverse workforce? It is likely that people who are thinking about applying for positions will look at your website. Including these statements and photos will reassure women and minorities that they are welcome at your company.
- ✓ **Educate Yourself** – The Equal Employment Opportunity Commission (EEOC) has great resources on its website with information about the laws related to equal employment opportunity (<https://www.eeoc.gov/employers/index.cfm>). Also, take some time to learn about your own biases (we all have them!) so they will not get in the way of your hiring decisions. A great way to start it to take an Implicit Association test found on Harvard University’s website (<https://implicit.harvard.edu/implicit/takeatest.html>). There you will find many research-based tests where you can check your own biases related to gender, race, age, and more.
- ✓ **Maintain an Inclusive Work Environment:**
 - Develop strong policies and reporting systems related to workplace behavior expectations and ensure that employees know about them and follow them. See EEOC’s checklist for anti-harassment policies and reporting systems here: https://www.eeoc.gov/eeoc/task_force/harassment/report.cfm_-_Toc453686319
 - Train supervisors on how to respond when discrimination or harassment occurs on the project site.
 - Train all workers on how to support each other and “call out” harassment when it happens.
 - When working with subcontractors, make sure their employees know what behavior is expected on the project.
 - Survey your employees on a regular basis to assess the extent to which harassment is experienced as a problem on the projects.
 - Consider starting a peer mentorship program for new employees.
 - Make sure your EEO Officer has access to training and that employees know who to go to with EEO concerns.

Referral Resources

Try these go-to resources that may be able to refer great candidates to you.

Organization for Refugee and Immigrant Services

Website: <http://refugeesuccess.org/>

Refugee support group providing employment services that place refugees and New Americans in Manchester, Concord, and Nashua.

Contact: Alex Sebantu at masebantu@refugeesuccess.org or (603) 296-0443

Ascentria Care Alliance

Website: <https://www.ascentria.org/>

Refugee resettlement agency offering many support services, including onboarding with new work and helping coordinate transportation. Current service area covers Concord and Nashua.

Contact: Asraa Abdulwahab at AAbdulwahab@ascentria.org or Amy Marchildon at amarchildon@ascentria.org or (603) 410-3322

Hampshire House

Website: <http://www.crj.org/divisions/social-justice-services/programs/>

Reentry program for formally incarcerated people located in Manchester and working with up to 45 people at a time to find employment within 100 miles of Manchester.

Contact: Jenn Garvey or Walter Davies at (603) 518-5128

NH Jobs Corps

Website: <https://newhampshire.jobcorps.gov/>

Organization that helps young people learn a marketable trade through multiple trade tracks, including a Facility Maintenance Trade.

Contact: William (Bill) Bissonnette at Bissonnette.William@jobcorps.org

New Hampshire National Guard

Website: <https://state.nationalguard.com/new-hampshire>

The National Guard maintains a force of highly trained infantry, artillery, engineering, medical, helicopter-aviation, communications, and transportation units, with NH state armories ready to answer the call at a moment's notice. Members of the National Guard have been successful OJT Trainees.

General Info: (603) 228-1135

New Hampshire Trade, Technical, and Community Colleges

<http://www.ccsnh.edu/>

Community College System of New Hampshire is a public system of higher education consisting of seven colleges located across New Hampshire.

- College Central Network for **Manchester Community College**, where employers post jobs, search résumés, and access student portfolios. <https://www.collegecentral.com/mccnh/>

- The **New Hampshire School of Mechanical Trades** specializes in training for heating, air conditioning, refrigeration, plumbing, and electrical jobs.
<http://nhtradeschool.com/>
- The **Seacoast School of Technology** is the regional Career and Technical Center serving high-school students from Epping, Exeter, Newmarket, Raymond, Sanborn Regional, and Winnacunnet high schools.
<http://www.seacoasttech.com/>
- **Southern New Hampshire University** in Manchester offers a BS in Construction Management.
<https://www.snhu.edu/>
- The **New England Carpenters Training Fund** provides extensive training through its state-certified apprenticeship training and journey worker upgrading programs.
<https://www.nectf.org/>
- The **Heavy Construction Academy**, located in Brentwood, New Hampshire, offers a six-week heavy equipment operator program leading to an equipment operator certification.
<https://operator-academy.com/>

NH Works and New Hampshire Employment Security

Website: <https://nhworksjobmatch.nhes.nh.gov>

NH Works is a project of New Hampshire Employment Security. The Job Match system allows employers to upload job ads that are then made available to people looking for jobs.

Also try reaching out to your closest Employment Security office to connect with a manager. For more information, including the names of the towns served by each office, visit:

<https://www.nhes.nh.gov/locations/index.htm>.

NH Employment Security Offices	
Berlin Office Manager: Mark Belanger 151 Pleasant Street, PO Box 159 Berlin, NH 03570-2006 Telephone: (603) 752-5500 Fax: (603) 752-5536 E-mail: Mark.J.Belanger@nhes.nh.gov	Claremont Office Manager: Elizabeth Miller 404 Washington Street, PO Box 180 Claremont, NH 03743-0180 Telephone: (603) 543-3111 Fax: (603) 543-3113 E-mail: Elizabeth.K.Miller@nhes.nh.gov

NH Employment Security Offices	
<p style="text-align: center;">Concord Office</p> <p>Manager: Carol Aubut 45 South Fruit Street Concord, NH 03301-2410 Telephone: (603) 228-4100 Fax: (603) 229-4353 E-mail: <i>Carol.A.Aubut@nhes.nh.gov</i></p>	<p style="text-align: center;">Conway Office</p> <p>Manager: Tania Drummond 518 White Mountain Highway Conway, NH 03818-4205 Telephone: (603) 447-5924 Fax: (603) 447-5985 E-mail: <i>Tania.L.Drummond@nhes.nh.gov</i></p>
<p style="text-align: center;">Keene Office</p> <p>Manager: Elizabeth Miller 149 Emerald Street, Suite Y Keene, NH 03431-3662 Telephone: (603) 352-1904 Fax: (603) 352-1906 E-mail: <i>Elizabeth.K.Miller@nhes.nh.gov</i></p>	<p style="text-align: center;">Laconia Office</p> <p>Manager: Carol Aubut 426 Union Avenue, Suite 3 Laconia, NH 03246-2894 Telephone: (603) 524-3960 Fax: (603) 524-3963 E-mail: <i>Carol.A.Aubut@nhes.nh.gov</i></p>
<p style="text-align: center;">Littleton Office</p> <p>Manager: Tania Drummond 646 Union Street, Suite 100 Littleton, NH 03561-5351 Telephone: (603) 444-2971 Fax: (603) 444-6245 E-mail: <i>Tania.L.Drummond@nhes.nh.gov</i></p>	<p style="text-align: center;">Manchester Office</p> <p>Manager: Luc Mailloux 300 Hanover Street Manchester, NH 03104-4957 Telephone: (603) 627-7841 Fax: (603) 627-7982 E-mail: <i>Luc.R.Mailloux@nhes.nh.gov</i></p>
<p style="text-align: center;">Nashua Office</p> <p>Manager: Dijana Radujkovic 6 Townsend West Nashua, NH 03063-1217 Telephone: (603) 882-5177 Fax: (603) 880-5256 E-mail: <i>Dijana.Radujkovic@nhes.nh.gov</i></p>	<p style="text-align: center;">Portsmouth Office</p> <p>Manager: Sarah Morrissey 2000 Lafayette Road Portsmouth, NH 03801-5605 Telephone: (603) 436-3702 Fax: (603) 436-3754 E-mail: <i>Sarah.A.Morrissey@nhes.nh.gov</i></p>
<p style="text-align: center;">Salem Office</p> <p>Manager: Dijana Radujkovic 29 South Broadway Salem, NH 03079-3026 Telephone: (603) 893-9185 Fax: (603) 893-9212 E-mail: <i>Dijana.Radujkovic@nhes.nh.gov</i></p>	<p style="text-align: center;">Somersworth Office</p> <p>Manager: Sarah Morrissey 6 Marsh Brook Drive Somersworth, NH 03878-1595 Telephone: (603) 742-3600 Fax: (603) 749-7515 E-mail: <i>Sarah.A.Morrissey@nhes.nh.gov</i></p>

NH Employment Security Offices	
Satellite Offices:	
<p style="text-align: center;">Colebrook Office</p> <p>Manager: Mark Belanger 118 Main Street Colebrook, NH 03576 Telephone: (603) 237-5859 Fax: (603) 237-5865 E-mail: Mark.J.Belanger@nhes.nh.gov</p>	<p style="text-align: center;">Exeter Office</p> <p>Manager: Sarah Morrissey St. Vincent de Paul Community Assistance Center 53 Lincoln Street, Exeter, NH 03833 Telephone: (603) 772-9922 Fax: (603) 772-9928 E-mail: Sarah.A.Morrissey@nhes.nh.gov</p>
<p>Plymouth Office</p> <p>Manager: Patrick Moynihan Whole Village Family Resource Center 248 Highland Street Plymouth, NH 03264 Telephone: (603) 536-3720 Fax: (603) 536-1175 E-mail: Patrick.M.Moynihan@nhes.nh.gov</p>	



4) HIRING AN OJT TRAINEE

OJT Form 2: Trainee Enrollment and Training Plan

Once the contractor has determined the OJT candidate is qualified, the contractor's EEO Officer completes and submits **OJT Form 2: Trainee Enrollment & Training Plan** (Appendix 2). When filling out this form, the contractor must identify the correct federal wage rate associated with the training classification and list scheduled trainee pay increments. The contractor may pay any rate for the duration of training, provided that the rate meets or exceeds those indicated on the form and outlined in the Wage Rate section below. Once the trainee's signature has been obtained, the contractor's EEO Officer (or authorized representative) must certify that the trainee has received a copy of the training program and has not previously been employed as a journeyworker in the selected training classification. This form must be faxed to the External EEO Coordinator at (603) 271-8048 or e-mailed to laborcompliance@dot.nh.gov. If approved, the External EEO Coordinator will provide the company with verification and forward a courtesy copy to the NHDOT Contract Administrator.

Work Hours and Wage Rate

The normal workweek will consist of five (5), eight (8) hour days. Trainees may be required to work overtime as necessary. Federal wage rates and rules apply for all hours worked.

Trainees will be paid at least 60 percent of the appropriate minimum journeyworker's rate specified in the contract for the first half of the training period, 75 percent for the third quarter of the training period, and 90 percent for the last quarter of the training period. However, contractors are usually more successful when they offer OJTs 100% of the rate throughout the program.

Media Release Form

Please ask OJT participants to sign **OJT Form 6: OJT Program Media Release Form** to submit with **OJT Form 2: Trainee Enrollment & Training Plan** (Appendix 2). This allows the NHDOT to take and use images of OJT trainees.



**Aaron works as a Pipe Layer Trainee
in Londonderry, NH.**

Photo Courtesy of Weaver Brothers, 2017

5) SUPPORTING TRAINEE SUCCESS

Trainee Orientation

Prior to beginning training, the designated trainer or supervisor will conduct an orientation to advise the trainee about workforce policy and culture. See the checklist below to ensure your orientation meets all the required criteria:

- The seasonal nature of construction work;
- Adverse weather conditions under which work may occur;
- Work hours, to include any possible overtime, who to report to, and leave policy;
- The qualities the company considers desirable in its workers i.e. reliability, work ethic, honesty and punctuality;
- Company promotion policy, if not covered under EEO policy;
- Expectations regarding dress; (i.e. steel toe boots, inclement weather gear, etc.);
- Safety, including OSHA and company programs;
- Contractor's EEO policy, Affirmative Action plan, sexual harassment policy, complaint procedures, and who the EEO Officer is;
- The trainee should encourage other minority group members and females to respond to employment and training opportunities within the company;
- Disciplinary procedures, termination, and layoff policies;
- Method and frequency of wages paid and benefits credited.

Training and Supervision

The trainee will be assigned to a journey worker, supervisor, or other knowledgeable employee who shall, on a daily and personal basis, direct, review, and observe the trainee's progress.

Once training is initiated, the supervisor will provide oversight to ensure that all requirements are met by modifying the training schedule (not the requirements) as project timeline changes occur.

Administering training in this manner will ensure that training opportunities are not overlooked and will enable the trainer to anticipate necessary modifications to the original training program.

REMEMBER! Any modifications to the original OJT Form 1: Training Acknowledgement and Statement of Intent must be approved by the NHDOT External EEO Coordinator

In addition to managing the schedule, the training supervisor will oversee direct daily work assignments, provide instruction in basic and specialized construction techniques (as dictated by the training classification), and provide routine feedback. The training supervisor is also responsible for completing and submitting **OJT Form 3: Weekly Training Report** (Appendix 2).

The NHDOT External EEO Coordinator or Compliance Officer will conduct periodic on-site interviews with the trainee and training supervisor. The purpose of these interviews is to monitor program

compliance and to seek valuable input regarding the quality of training, the existence of detractors, and other information that may be helpful in further developing the OJT program. All interviews will be coordinated through the NHDOT Contract Administrator.

OJT Form 3: Weekly Training Report

Every Friday during the training program, contractors must submit to the NHDOT Contract Administrator **OJT Form 3: Weekly Training Report** (Appendix 2) for each trainee. This form serves as a payment mechanism for NHDOT "Standard Specification Section 693" and provides the NHDOT External EEO Coordinator with information needed to schedule interviews and site visits as well as to verify training completion. The trainee, training supervisor, and the NHDOT Contract Administrator must sign this report before submission of the report to the External EEO Coordinator. This form should be faxed to (603)271-8048 or e-mailed to laborcompliance@dot.nh.gov.

The contractor is responsible for the timely submission of all reports to the Contract Administrator.

REMEMBER! *If OJT Form 3: Weekly Training Reports are not submitted, progress payments may be withheld for failure to comply with the Training Special Provision.*

Ongoing Communication

It is essential to remain in ongoing communication with both the trainer and the trainee to ascertain how the training is progressing and to address any issues that may arise. A best practice is to establish alternative avenues of communication beyond the Weekly Trainee Report so that responsible parties can be informed of, and take action on, any issues or opportunities that the trainee might be facing.

You can call the External EEO Coordinator or OJT Supportive Services for support at any time.

6) TRAINING PLAN MODIFICATIONS

At times during the course of a project, a contractor may need to request the transfer of a trainee from one project site to another. This type of request may be necessary when:

- another project offers more suitable training opportunities; or
- the current project is nearing completion sooner than anticipated and there are a number of training hours left to be fulfilled.

OJT Form 4: Transfer/Modification Request

When a contractor intends to transfer a trainee to another project without an OJT requirement, the hours trained will be credited to the project on which the trainee has been approved. Whether for off-site training or the addition of training hours, a request must be submitted by filing **OJT Form 4: Transfer/Modification Request** with the External EEO Coordinator prior to the desired effective date. This form should be faxed to (603)271-8048 or e-mailed to laborcompliance@dot.nh.gov. The form must be approved before the off-site training occurs.

Off-Site Training

If training at another site is required, the alternate site may be a federal, state, or private project, provided the work meets the requirements of the designated training classification. During the off-site training, contractors must continue to submit **OJT Form 3: Weekly Training Report** through the NHDOT Contract Administrator at the original project site. Regardless of the location of off-site training, the appropriate federal wage rate for the selected classification must still be paid to the trainee.

Termination of a Trainee

The trainee may be terminated at any time during training for disciplinary reasons, including but not limited to: absenteeism, lack of punctuality, safety, lack of interest, poor attitude, failure to demonstrate ability to perform diligently and faithfully the work specified by the training classification and other pertinent duties as assigned, or failure to conduct him/herself in a creditable, ethical, and moral manner. All disciplinary action taken against a trainee, up to and including termination, must be reported to NHDOT Contract Administrator and the External EEO Coordinator immediately. A copy of any disciplinary action taken is required by the NHDOT Office of Federal Compliance (OFC) to make a compliance determination.

Contractors must give strong consideration before laying off a trainee. Through deliberate planning prior to the submission of **OJT Form 1: Training Acknowledgement and Statement of Intent** (Appendix 2) most layoffs can be avoided. If the contractor has determined that a layoff is necessary, documentation stating the reason must be indicated on **OJT Form 3: Weekly Training Report** and a new **OJT Form 1: Training Acknowledgement and Statement of Intent** (Appendix 2) must be submitted to the NHDOT External EEO Coordinator within 24 hours of the proposed layoff date. Contractors are responsible for fulfilling training requirements under the original training classification approved for the project.

7) TRAINING COMPLETION

Certificate of Completion

At the completion of the training program, the trainee will receive a **Certificate of Completion** (Appendix 3) as a record of accomplishment. The certificate will be issued by the NHDOT and signed jointly by the External EEO Coordinator and the contractor.

Follow-Up Survey

After completion of training, the NHDOT Office of Federal Compliance (OFC) will conduct a final review with each trainee either by phone or mail. The information obtained from these surveys will be used to assess training content and assist the NHDOT in measuring the achievements for the OJT program. Contractors will be requested to complete written surveys to help in the development of training classifications and procedures aimed at ensuring contractual obligations of Training Special Provisions (Appendix 5) are met.

Trainees Guillermo (left) and Alvin (right) receive their OJT Certificate of Completion from NHDOT as bridge work and general labor trainees. Congratulations!



Photos courtesy of RS Audley, 2015

APPENDIX 1

TRAINING PROGRAMS AND CLASSIFICATIONS

Table of Positions and Program Hours

Classification	Hours
Bridge Construction Worker Trainee – Level 1 (Laborer)	500
Bridge Construction Worker Trainee – Level 2 (Laborer)	500
Bridge Construction Worker Trainee – Level 3 (Carpenter)	500
Highway Construction Worker Trainee (Laborer)	500
Pipelayer Trainee (Laborer)	500
Traffic Control Coordinator Trainee	500
Equipment Operator Trainee	600
Truck Driver Trainee	600
Construction Foreperson Trainee	600
Field Engineer Trainee	600

NOTE: *If a particular construction project will not support any of the established training classifications found in this or any other approved program, the contractor may develop a new training classification. The new classification will be subject to NHDOT approval.*

Bridge Construction Worker Trainee – Level 1 (Laborer)

PROGRAM HOURS: 500

Performs a combination of tasks on bridge construction projects, usually working in a utility capacity. Transfers from task to task as work requires, under general supervision of a skilled bridge construction worker. Activities include, but are not limited to:

- Safety
- Laboring
- Grading
- Carpentry
- Reinforcing Steel
- Concrete Work
- Structural Steel
- Bridge Rail
- Traffic Control

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
PHASE I FAMILIARIZATION	40
<ul style="list-style-type: none"> a. Company policies and procedures b. General workplace safety, including accident prevention and response c. Use of personal protective equipment d. Bridge layout – plan review e. Right of Way lines, alignment stakes, grade stakes, benchmarks, and tie points f. Tools of the trade: power and hand tools, heavy equipment g. Workplace etiquette 	
PHASE II CORE TRAINING*	460
<ul style="list-style-type: none"> a. Measuring and Layout b. Basic form design c. Construction and erection of forms d. Placement of reinforcement steel e. Concrete placement f. Concrete finishing and curing g. Form removal h. Structural steel erection i. Demolition <ul style="list-style-type: none"> a. Tools and equipment b. Methods of removal c. Protection of surroundings j. Site Management <ul style="list-style-type: none"> a. Materials handling b. Site cleanup 	

*** Training in Phase II must incorporate at least 5 of the 10 labor disciplines with a minimum of 20 hours in each selected discipline.**

Bridge Construction Worker Trainee – Level 2 (Laborer)

PROGRAM HOURS: 500

The Bridge Construction Worker Trainee Level 2 permits the trainee to further develop bridge-building skills learned as a Bridge Construction Worker Trainee Level 1. Training continues under the general supervision of a skilled bridge construction worker.

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
<p>PHASE I FAMILIARIZATION</p> <ul style="list-style-type: none"> a. Company policies and procedures b. General workplace safety including, accident prevention and response c. Use of personal protective equipment d. Bridge layout – plan review e. Right of Way lines, alignment stakes, grade stakes, benchmarks, and tie points f. Tools of the trade: power and hand tools, heavy equipment g. Workplace etiquette 	40
<p>PHASE II CORE TRAINING*</p> <ul style="list-style-type: none"> a. Measuring and layout b. Basic form design c. Construction and erection of forms d. Placement of reinforcement steel e. Concrete placement f. Concrete finishing and curing g. Form removal h. Structural steel erection i. Demolition <ul style="list-style-type: none"> 1. Tools and equipment 2. Methods of removal 3. Protection of surroundings j. Site Management <ul style="list-style-type: none"> 1. Materials handling 2. Site cleanup 	460

*** Training in Phase II must incorporate at least 6 of the 10 labor disciplines with a minimum of 20 hours in each selected discipline.**

Bridge Construction Worker Trainee – Level 3 (Carpenter)

PROGRAM HOURS: 500

Builds rough wooden structures such as concrete forms, falsework, scaffolding, tunnel and sewer supports, and temporary frame shelters, according to sketches or oral instructions. Examines plans and specifications to determine dimensions of structures. Measures, cuts and assembles wood for forms and other temporary structures. Erects forms and installs anchors, braces and ties to secure the forms in place. Erects chutes for placing concrete. Assembles timbers to build trestles and cofferdams. Demolishes and removes temporary wooden structures after use.

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
PHASE I FAMILIARIZATION	40
a. General workplace safety, including accident prevention and response	
b. Use of personal protective equipment	
c. Power and hand tools	
d. Material selection	
e. Basic form design	
 PHASE II CORE TRAINING*	 460
a. Foundation and footing layout and formwork	
b. Decking formwork	
c. Box culverts, inlets, and headwall formwork	
d. Pier, pile, and cap formwork	
e. Parapet and hand railings	
f. Abutment formwork	
g. Retaining wall formwork	
h. Curing concrete and removing forms	

***Training in Phase II must incorporate at least 5 of the 8 carpentry disciplines with a minimum of 20 hours in each selected discipline.**

Highway Construction Worker Trainee (Laborer)

PROGRAM HOURS: 500

This program is designed as an entry-level position in highway construction projects. The trainee will perform a variety of activities under supervision of a skilled highway construction worker. These activities include, but are not limited to:

- Traffic control
- Carpentry
- Grading
- Signing
- Concrete structures
- Seeding and mulching
- Clean-up and other related duties

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
PHASE I FAMILIARIZATION	40
a. Company policies and procedures	
b. General workplace safety, including accident prevention and response	
c. Use of personal protective equipment	
d. Tools of the trade: power and hand tools, heavy equipment	
e. Workplace etiquette	
PHASE II CORE TRAINING*	460
A. TRAFFIC CONTROL	
a. Traffic Control: public traffic, on site, off-highway traffic	
b. Manual on Uniform Traffic Control Devices (MUTCD), sign erection and maintenance	
B. DRAINAGE	
a. Trenching	
b. Bedding	
c. Positioning, joining, aligning, and sealing pipe sections, including culvert and multi-plate	
d. Backfill and compaction	
e. Setting and adjusting frames and grates	
C. CONCRETE STRUCTURES	
a. Setting precast concrete drainage structures (catch basins, drop inlets, manholes) to correct line grade	
b. Setting/adjusting frames and grates	
c. Box culverts, inlets, and headwall form work, including reinforcing bars	
d. Placing concrete	
e. Stripping and salvaging forms for re-use	
D. ENVIRONMENTAL CONTROLS	

- a. Perimeter controls
 - b. Storm water management
 - c. Best management practices (BMPs)
- E. GRADING
- a. Assisting in stakeout of roadway
 - b. Rough grading, fine grading of materials
- F. SURFACING
- a. Placing concrete, asphalt, gravel, and other materials using hand tools
- G. CLEANUP
- a. Placing and spreading loam
 - b. Seeding and mulching
 - c. Equipment and tool maintenance

***Training in Phase II must incorporate at least 5 of the 7 labor disciplines with a minimum of 20 hours in each selected discipline.**

Pipelayer Trainee (Laborer)

PROGRAM HOURS: 500

Lays clay, concrete, plastic, or cast-iron pipe for storm drains, sanitation sewers, or conduits for utilities.

Performs any combination of the following tasks related to pipe installation:

- Grading
- Bedding
- Laying
- Backfilling

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
PHASE I FAMILIARIZATION	40
a. General workplace safety, including accident prevention and response b. Use of personal protective equipment c. Material identification and handling d. Laying of pipe e. OSHA rules and regulations (excavation and trenching) f. Workplace etiquette	
PHASE II CORE TRAINING*	460
a. Pipe layout b. Trench grading c. Rigging and lowering of pipe d. Laying of pipe to proper line and grade e. Installation and construction of drainage structures (catch basins, drop inlets, manholes) to correct line and grade f. Backfill and compaction of trench g. Setting and adjusting frames and grates	

***Training in Phase II must incorporate at least 5 of the 7 labor disciplines with a minimum of 20 hours in each selected discipline.**

Traffic Control Coordinator Trainee

PROGRAM HOURS: 500

The OJT will act within a work crew at construction sites and will supervise all jobsite flag personnel. This individual will be responsible for all of the project's construction signage, blueprint reading and associated layout, and proper setup and relocation of construction sign packages, arrow boards, and variable message boards, including programming of variable message boards. The trainee will also become familiar with all types of asphalt paving, reclamation, grading, pipe installation, and fence and guardrail and will perform related duties.

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
<p>PHASE I FAMILIARIZATION</p> <ul style="list-style-type: none"> a. Safety b. Learning company policies and procedures c. Federal and state regulations <ul style="list-style-type: none"> 1. NHDOT Traffic Control Standards 2. MUTCD (Manual on Uniform Traffic Control Devices) d. Proper hand and sign signaling e. Review of project traffic control plan (TCP) f. Workplace etiquette 	40
<p>PHASE II CORE TRAINING</p> <ul style="list-style-type: none"> a. Knowledge of proper equipment and safe signing b. Use of radio equipment c. Control of construction equipment through work area d. Coordination of activities with proper management and supervisory personnel e. Daily start-up and shut-down involving safety equipment f. Scheduling of flag personnel g. Crew and equipment coordination h. Planning and layout of sign packages i. Installation and removal of permanent construction sign packages j. Implementation of TCP and phasing plans k. Installation and maintenance of traffic control devices (cones, barrels, message boards, etc.) 	460

Equipment Operator Trainee

PROGRAM HOURS: 600

Learns safe operation and application of various heavy construction equipment used on highway and bridge construction projects. Equipment used includes, but is not limited to:

- Bulldozer
- Roller
- Backhoe
- Excavator
- Crane
- Loader
- Grader

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
PHASE I FAMILIARIZATION	60
<ul style="list-style-type: none"> a. General workplace safety, including accident prevention and response b. Use of personal protective equipment c. Fueling, lubrication, and hydraulic systems d. Starting - stopping vehicle e. Safe operation of vehicle f. Vehicle capabilities and limitations g. Materials, earthwork, and site preparation h. Workplace etiquette 	
PHASE II CORE TRAINING	540
<ul style="list-style-type: none"> a. On- and offsite road travel and traffic control b. Grading c. Earth moving d. Rolling (compaction and vibration) e. Trenching and pipe laying f. Backfill and curbing g. Rigging and hoisting h. Safe maintenance i. Safety training j. Lubrication 	

Truck Driver Trainee

PROGRAM HOURS: 600

Trainee will learn safe operation and maneuvering of various types of heavy duty, on- or off- highway trucks used in highway and bridge construction.

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
PHASE I FAMILIARIZATION	60
<ul style="list-style-type: none"> a. General workplace safety, including accident prevention and response b. Use of personal protective equipment c. Fueling, lubrication, and hydraulic systems d. Starting - stopping vehicle e. Safe operation of vehicle f. Vehicle capabilities and limitations g. Construction materials, earthwork, and site preparation h. Jobsite navigation i. Workplace etiquette 	
PHASE II CORE TRAINING	540
<ul style="list-style-type: none"> a. Proper loading and unloading of materials, and operation of single, tandem and-or tri-axle on-highway trucks. b. Proper loading and unloading of materials and operation of specialized off- highway earth-moving equipment. c. Safe maintenance of equipment (minor repairs and parts replacement) 	

Construction Foreperson Trainee

PROGRAM HOURS: 600

Individual(s) will be trained to act in a supervisory capacity coordinating materials, equipment, and activities of work crews on highway or bridge construction projects.

The trainee will learn:

- Company policies and procedures
- Job and personnel functions to gain knowledge of all phases of highway or bridge construction tools and processes
- Application and appropriate use of various types of heavy equipment
- Plan comprehension
- Survey and general layout
- Scheduling
- Owner's rules and regulations governing construction activities

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
<p>PHASE I FAMILIARIZATION</p> <ul style="list-style-type: none"> a. General workplace safety, including accident prevention and response b. Use of personal protective equipment c. Company policies and procedures d. Management of equipment and employees e. Material procurement, usage, and documentation f. Materials, earthwork, and site preparation g. Construction equipment functions and capabilities h. Understanding project plans i. OSHA rules and regulations for the work site j. Layout, knowledge or right-of-way, alignment stakes, grade stakes, benchmarks k. Recordkeeping l. Workplace Etiquette 	50
<p>PHASE II CORE TRAINING *</p> <ul style="list-style-type: none"> a. Scheduling equipment, manpower, and subcontractors b. Conflict resolution c. Worksite safety and first aid d. Crew and equipment coordination; equipment rental; employee time recording 	550

- e. Completing required reports
- f. Traffic control and Manual of Uniform Traffic Control Devices
- g. Handling complaints, accidents
- h. Coordinating temporary and permanent erosion control measures
- i. Reading plans and topographical maps
- j. Use of survey equipment (transit, level, electronic)
- k. Layout and staking
- l. Site preparation
- m. Understanding of ground condition analysis and testing
- n. Coordinate excavation and embankment construction
- o. Construction of storm drainage and drainage structures
- p. Utility (water, sewer, electrical, cable, telephone) construction and relocation
- q. Rough grading, fine grading
- r. Rolling (compaction and vibration)
- s. Pile driving
- t. Rigging and hoisting
- u. Equipment and material usage and maintenance
- v. Trenching and pipe laying
- w. Placement of concrete, asphalt, and granite
- x. Job site clean-up

***Training in Phase II must incorporate at least 12 of the 24 foreperson-related disciplines with a minimum of 20 hours in each selected discipline.**

Field Engineer Trainee

PROGRAM HOURS: 600

A field engineer is the entry-level position for individuals with technical training in civil construction. A field engineer will focus on developing skills in plan reading and site layout. The engineer will take direction from forepersons and supervisors to learn construction techniques and crew management skills. The Field Engineer Trainee will perform activities under the supervision of a construction professional to prepare to take on the role of field engineer on heavy civil projects.

This training classification will consist of the following as a minimum:

<u>Duties</u>	<u>Hours</u>
PHASE I SAFETY and FAMILIARIZATION	25
<ul style="list-style-type: none"> a. Company and site-specific safety policies b. Heavy equipment introduction c. Roles of the different parties and people on site 	
PHASE II DOCUMENTATION	125
<ul style="list-style-type: none"> a. Keeping a field book for records b. Measuring quantities for payment c. Job safety assessments d. Time cards for equipment and crews 	
PHASE III TRAFFIC CONTROL	50
<ul style="list-style-type: none"> a. Flagging b. Using the MUTCD c. Designing traffic packages with signage, cones, and flaggers d. Proper set-up and teardown of traffic package 	
PHASE IV LAYOUT and PLAN READING	250
<ul style="list-style-type: none"> a. Plan reading b. Use of a pop level and stick ruler c. Use of a transit and grade rod d. Use of GPS and data collector 	
PHASE V CONSTRUCTION PRACTICES	150
<ul style="list-style-type: none"> a. Environmental stewardship and compliance b. Mass excavation and filling c. Pipe installation d. Concrete forming and pouring e. Road subbase and grading f. Paving and guardrail 	

APPENDIX 2: OJT FORMS

OJT FORM 1	TRAINING ACKNOWLEDGEMENT AND STATEMENT OF INTENT	FED 4 Form 1
OJT FORM 2	TRAINEE ENROLLMENT & TRAINING PLAN	FED 4 Form 2
OJT FORM 3	WEEKLY TRAINING REPORT	FED 4 Form 3
OJT FORM 4	TRANSFER/MODIFICATION REQUEST	FED 4 Form 4
OJT FORM 5	OJT PROGRAM MEDIA RELEASE FORM	FED 4 Form 5

NOTE:

These are SAMPLE forms. The latest version of these forms are available on the [SOS Index](#).



**ON-THE-JOB TRAINING FORM 1:
 ACKNOWLEDGEMENT & STATEMENT OF INTENT**

CONTRACTOR: Submit to NHDOT External EEO Coordinator for review/approval.

Date: _____

To: External EEO Coordinator
 Office of Federal Compliance
 New Hampshire Department of Transportation
 PO Box 483, 7 Hazen Drive
 Concord, NH 03302-0483

Fax: (603)271-8048
 E-mail: LABORCOMPLIANCE@DOT.NH.GOV

Project Name: _____ Project Number: _____

Contractor: _____ Name of EEO Officer: _____

STATEMENT OF INTENT

_____ (Contractor) has reviewed the OJT training requirements (Training Special Provisions) stated in the contract for the above noted project. Based on these requirements, the availability of applicants within a reasonable area of recruitment, and in an effort to meet the minority and female participation goals outlined in the contract (Affirmative Action Requirements, 41 CFR § 604.2- Solicitations), our company will select a qualified trainee(s) and conduct the training program under the classification(s) identified below.

Selected Training Classification	# of Trainees	Projected Start Date	No Later Than Start Date
Select Classification From List:			
Select Classification From List:			
Select Classification From List:			

IMPORTANT: Written justification is required to substantiate the selection of training classifications where company representation is below the minority and female participation goals specified in the contract.

IMPORTANT NOTICE: Please ensure the phases of training on Weekly Training Reports reflect the selected training classification from the OJT Manual.



**ON-THE-JOB TRAINING FORM 1: ACKNOWLEDGEMENT & STATEMENT OF INTENT
 WORKFORCE DEMOGRAPHICS**

Complete the chart below regarding your current workforce demographics. Compare columns (i) and (j) of the table on page 2 of 2 with 41 CFR § 60-4.2, Affirmative Action Requirements.

(a) Trade Classification	(b) # Total Employee	(c) # Caucasian	(d) # Hispanic	(e) # American Indian or Alaskan Native	(f) # Black	(g) # Asian or Pacific Islander	(h) Total of columns (d:g)	(i) % Minority (h) / (b)	(j) % Female (c) / (b)
Male/Female	M F	M F	M F	M F	M F	M F			
Bridge Construction Worker									
Highway Construction Worker									
Pipelayer Trainee									
Traffic Control Trainee									
Equipment Operator Trainee									
Truck Driver Trainee									
Construction Foreperson Trainee									
Field Engineer Trainee									

OJT ACKNOWLEDGEMENT

The undersigned has personally reviewed the content of each selected training classification on page 1 in relation to the project scope and assures that all portions of training can be completed if initiated by the "no later than" (NLT) date. The authorized representative below certifies that the information provided herein is accurate and is made in good faith:

Signature of EEO Officer: _____ **Date:** _____

FOR NH DEPARTMENT OF TRANSPORTATION USE ONLY - APPROVAL OF INTENT

Approved Disapproved

Signature of External EEO Coordinator: _____ **Date:** _____

Distribution: 1 to External EEO Coordinator; 1 to Contractor; 1 to DOT Contract Administrator



ON-THE-JOB TRAINING FORM 2: OJT TRAINEE ENROLLMENT & TRAINING PLAN

CONTRACTOR: Submit to NHDOT External EEO Coordinator for review/approval.

Date: _____

To: External EEO Coordinator
Office of Federal Compliance
New Hampshire Department of Transportation
PO Box 483, 7 Hazen Drive
Concord, NH 03302-0483

Fax: (603)271-8048
E-mail: LABORCOMPLIANCE@DOT.NH.GOV

OJT TRAINEE ENROLLMENT

Project Name: _____ Project Number: _____

Contractor: _____ Name of EEO Officer: _____

Trainee Name: _____ Trainee Telephone #: _____

Trainee Address: _____ Site Telephone #: _____

Ethnic Group Designation: _____ Sex: Male Female

Hiring Category: New Hire Rehire* Upgrade*

*If Upgrade or Re-Hire, provide justification for enrollment: _____

OJT TRAINING PLAN

Training Classification: _____

Required Training Hours: _____ Name of Trainer: _____ Position of Trainer: _____

Training Start Date: _____ Original Hire Date: _____

Distribution: Office of Federal Compliance will coordinate with DOT Contract Administrator to get signature. 3 approved/signed copies will then be forwarded to the DOT Contract Administrator for distribution: 1 to Project Records; 1 to Contractor; 1 to Trainee.



ON-THE-JOB TRAINING FORM 2: OJT TRAINEE ENROLLMENT & TRAINING PLAN TRAINING REQUESTS/COMMENTS

Please describe below any requests or concerns you have regarding the Training Program as described in the OJT Program Manual for the selected Trainee Classification. Submit a copy of training program to be used if other than a NHDOT OJT Program Classification.

Training Program Request: _____

TRAINING PAY INCREMENTS

- Full Journeyman Rate: \$_____/HR
- 1st & 2nd Quarter Rate: \$_____/HR (must be at least 60% of journeyman rate)
- 3rd Quarter Rate: \$_____/HR (must be at least 75% of journeyman rate)
- 4th Quarter Rate: \$_____/HR (must be at least 90% of journeyman rate)

ENROLLMENT ACKNOWLEDGEMENT

The undersigned have personally reviewed the content of this document and attests that a copy of the selected training classification and program manual to which it applies have been issued to the trainee. The undersigned further certifies that the trainee has not been employed as a journeyman worker in the classification for which he/she will receive training:

Signature of Trainee: _____ Date: _____

Signature of EEO Officer: _____ Date: _____

FOR NH DEPARTMENT OF TRANSPORTATION USE ONLY APPROVAL OF TRAINING PROGRAM

Approved Disapproved

Signature of External EEO Coordinator: _____ Date: _____

Signature of Contract Administrator: _____ Date: _____

Distribution: Office of Federal Compliance will coordinate with DOT Contract Administrator to get signature. 3 approved/signed copies will then be forwarded to the DOT Contract Administrator for distribution: 1 to Project Records; 1 to Contractor; 1 to Trainee
OJT Form 2 – Trainee Enrollment & Training Plan
Revised March 1, 2018



ON-THE-JOB TRAINING FORM 3: WEEKLY TRAINING REPORT

CONTRACTOR: Submit to NHDOT External EEO Coordinator for review/approval.

Date: _____

To: External EEO Coordinator
 Office of Federal Compliance
 New Hampshire Department of Transportation
 PO Box 483, 7 Hazen Drive
 Concord, NH 03302-0483

Fax: (603)271-8048
 E-mail: LABORCOMPLIANCE@DOT.NH.GOV

Project Name: _____ Project Number: _____

Contractor: _____ Name of EEO Officer: _____

Trainee Name: _____ Training Classification: _____

Date Enrolled: _____ Pay Period Week Ending: _____

WEEKLY TRAINING REPORT

Complete the table below each week of the Training Program. Please list all phases of training program on each Weekly Report, even if training within a phase has been completed.

For Trainee Performance, please use S = Satisfactory or NI = Needs Improvement.

Phase #	Phase of Training (see OJT Manual)	Required Hours / Phase	Hours Completed This Week	Trainee Performance	Total Hours to Date
				S	
				S	
				S	
				S	
				S	
				S	
				S	
				S	
				S	
				S	
Total Hours This Week:					

IMPORTANT NOTICE: Please ensure the phases of training on Weekly Training Reports reflect the selected training classification from the OJT Manual.

Distribution: 1 to Trainee; 2 to NHDOT Contract Administrator for Approval/Progress Payment.



ON-THE-JOB TRAINING FORM 3: WEEKLY TRAINING REPORT
WEEKLY STATUS REPORT

*Please select current status of the trainee.
If any changes have occurred, include the date of and reason for the change.*

- On Board Quit with Notice Quit without Notice
- Dismissed Suspended Laid Off

Date of Change: _____ **Reason for Change:** _____

Please let us know how training is going, if there are any obstacles or barriers the trainee is experiencing, and anything for the External EEO Coordinator should know.

Progress and Training Comments:

Signature of Superintendent: _____ **Date:** _____

FOR NH DEPARTMENT OF TRANSPORTATION USE ONLY
APPROVAL OF WEEKLY REPORT

- Approved Disapproved

Signature of Contract Administrator: _____ **Date:** _____

Distribution: 1 to Trainee; 2 to NHDOT Contract Administrator for Approval/Progress Payment.



ON-THE-JOB TRAINING FORM 4: TRANSFER/MODIFICATION REQUEST

CONTRACTOR: Submit to NHDOT External EEO Coordinator for review/approval.

Date: _____

To: External EEO Coordinator
Office of Federal Compliance
New Hampshire Department of Transportation
PO Box 483, 7 Hazen Drive
Concord, NH 03302-0483

Fax: (603)271-8048
E-mail: LABORCOMPLIANCE@DOT.NH.GOV

TRANSFER/MODIFICATION REQUEST

Project Name: _____ Project Number: _____

Contractor: _____ Name of EEO Officer: _____

Trainee Name: _____ Training Classification: _____

In order to fulfill the training requirement for this project, _____ (Name of Contractor) requests permission to transfer the following training hours below from the above noted project.

Training Phase: _____ Remaining# Hours: _____

Training Phase: _____ Remaining# Hours: _____

Training Phase: _____ Remaining# Hours: _____

to the following project:

Project Name: _____ Project Number: _____

The reason for this request is: (check all that apply)

- checkbox The new project will provide better training opportunity
checkbox The current project is near completion and required training cannot be completed
checkbox Other (explain): _____

Signature of Contract Administrator: _____ Date: _____

Signature of External EEO Coordinator: _____ Date: _____

FOR NH DEPARTMENT OF TRANSPORTATION USE ONLY

APPROVAL OF TRANSFER/MODIFICATION

checkbox Approval checkbox Disapproval

Signature of External EEO Coordinator: _____ Date: _____

Distribution: 1 to External EEO Coordinator; 1 to Contractor; 1 to DOT Contract Administrator, 1 to Trainee.



ON-THE-JOB TRAINING FORM 5: OJT PROGRAM MEDIA RELEASE FORM

I, _____, do hereby give the New Hampshire Department of Transportation (NHDOT) full permission to use or release the information in the categories listed below. I understand the information will be used for the purposes of the "On-the-Job Training" (OJT) Program and related documents and materials such as, but not limiting to, OJT manual, posters, and brochures to promote public awareness of the program. The information may be included in other Media such as video footage, newspaper and/or press releases, by individuals and/or agencies acting on behalf of NHDOT or promoting NHDOT, and I further understand that NHDOT may not have any control over the information included in the media under such circumstances. I also understand that I will not receive any compensation for the use of this information, nor receive any royalty for its use.

- Name
- Business or occupation
- Photographs
- Video or digital images
- Voice

I don't give any permission to use or release any of my information for any media production purpose and/or news media.

OJT Participant's Printed Name

Signature

Date

Contractor's Printed Name

Signature

Date

Auxiliary aids services are available upon request to individuals with disabilities.

Distribution: 1 to External EEO Coordinator; 1 to Contractor; 1 to Trainee.

APPENDIX 3: OJT TRAINEE CERTIFICATE OF COMPLETION SAMPLE

New Hampshire Department of Transportation

On-the-Job Training Program

This is to certify that

Jane Doe

has successfully completed

Truck Driver Training Program

For Project Salem-Manchester #12345A

*Presented by the NHDOT and ABC, Inc
on June 28, 2018.*



*Larisa Djuvelek-Ruggiero
External EEO Coordinator
NHDOT Office Of Federal Compliance*

*Mr. John Smith
President
ABC, Inc.*

APPENDIX 4: 41 CFR § 60-4.2 SOLICITATIONS

41 CFR § 60-4.2 Solicitations Notice of Requirement for Affirmative Action To Ensure Equal Employment Opportunity (Executive Order 11246)

The Offeror's or Bidder's attention is called to the "Equal Opportunity Clause" and the "Standard Federal Equal Employment Specifications" set forth herein.

	Goals for minority participation in each trade	Goals for female participation in each trade
STANDARD METROPOLITAN STATISTICAL AREAS (SMSA)		
SALEM - PLAISTOW	4.0	6.9
MANCHESTER-NASHUA	0.7	6.9
NON-SMSA COUNTIES		
COOS, GRAFTON, SULLIVAN	0.8	6.9
BELKNAP, MERRIMACK, CARROLL, STRAFFORD	3.6	6.9
CHESHIRE	5.9	6.9
ROCKINGHAM	4.0	6.9
HILLSBOROUGH	0.7	6.9

These goals are applicable to all contractor's construction work (whether or not it is Federal or federally assisted) performed in the covered area. If the Contractor performs construction work in a geographical area located outside of the covered area, it shall apply the goals established for such geographical area where the work is actually performed. With regard to this second area, the Contractor also is subject to the goals for both its federally involved and non-federally involved construction.

The Contractor's compliance with Executive Order and the regulations in 41 CFR § Part 60-4 shall be based on its implementation of the Equal Opportunity Clause, specific affirmative action obligations

The goals and timetables for minority and female participation, expressed in percentage terms for the Contractor's aggregate workforce in each trade on all construction work in the covered area, are as follows: required by specifications set forth in 41 CFR § 60-4.3(a) and its efforts to meet the goals. The hours of minority and female employment and training must be substantially uniform throughout the length of the contract, and in each trade, and the contractor shall make a good faith effort to employ minorities and women evenly on each of its projects. The transfer of minority or female employees or trainees from Contractor to Contractor or from project to project for the sole purpose of meeting the contractor's goals shall be a violation of the contract, the Executive Order and the regulations in 41 CFR § 60-4. Compliance with the goals will be measured against the total work hours performed.

The Contractor shall provide written notification to the Director of the Office of Federal contract compliance programs within 10 working days of award of any construction subcontract in excess of \$10,000 at any tier for construction work under the contract resulting from this solicitation addressed as follows:

Director
 Federal Contract Compliance Program US
 Department of Labor
 JFK Building, Room 1612-C
 Boston, MA 02203

The notification shall list the name, address and telephone number of the subcontractor; employer identification number of the subcontractor; estimated dollar amount of the subcontract; estimated starting and completion dates of the subcontract; and the geographical area in which the subcontract is to be performed as noted within in the Contract Special Provisions for Affirmative Action to ensure Equal Employment Opportunity.

APPENDIX 5: TRAINING SPECIAL PROVISIONS

TRAINING SPECIAL PROVISIONS

NOTE: Training Special Provisions are as stated in NHDOT contracts. However, refer to the previous pages in the manual for complete details and procedures on compliance with the OJT program.

As part of the contractor's specific Equal Employment Opportunity Affirmative Action Program, training shall be provided as follows:

The contractor shall provide On-the-Job training aimed at developing trainees as full journeyworker in the type of trade or job classification involved.

The number of trainees to be trained under the special provision will be _____ (amount to be filled in by New Hampshire Department of Transportation).

In the event that a contractor subcontracts a portion of the contract work, it shall determine how many, if any, of the trainees are to be trained by the subcontractor. However, the contractor shall retain the primary responsibility for meeting the training requirements imposed by this special provision. The contractor shall also ensure that this training special provision is made applicable to such subcontract. Where feasible, 25 percent of apprentices or trainees in each occupation shall be in their first year of apprenticeship or training.

The number of trainees shall be distributed among the work classifications on the basis of the contractor's needs and availability of journeyworkers in the various classifications within a reasonable area of recruitment. Prior to commencing construction, the contractor shall submit to the NHDOT Office of Federal Compliance (OFC) for approval the number of trainees to be trained in each selected classification and training program to be used. Furthermore, the contractor shall specify the starting time for training in each of the classifications. The contractor will be credited for each trainee employed in the contract work who is currently enrolled or becomes enrolled in an approved program and will be reimbursed for such trainees as provided hereinafter.

Training and upgrading of minorities and women toward journeyworker status is a primary objective of this Training Special Provision. Accordingly, the contractor shall make every effort to enroll minority and women trainees (e.g. by conducting systematic and direct recruitment through public and private sources likely to yield minority and women trainees) to the extent that such persons are available within a reasonable area of recruitment. The contractor will be responsible for demonstrating the steps that have been taken in pursuance thereof, prior to a determination as to whether the contractor is in

compliance with this Training Special Provision. This training commitment is not intended, and shall not be used, to discriminate against any applicant for training, whether a member of minority group or not.

No employee shall be employed as a trainee in any classification in which they have successfully completed a training course leading to journeyworker status or in which they have been employed as a journeyworker. The contractor should satisfy this requirement by including appropriate questions in the employee application or by other suitable means. Regardless of the method used, the contractor's records should document the findings in each case.

The minimum length and type of training for each classification will be as established in the training program selected by the contractor and approved by the New Hampshire Department of Transportation and the Federal Highway Administration. The New Hampshire Department of Transportation and the Federal Highway Administration shall approve a program if it is reasonably calculated to meet the equal employment opportunity obligations of the contractor and to qualify the average trainee for journeyworker status in the classification concerned by the end of the training period. Furthermore, apprenticeship programs registered with the U.S. Department of Labor, Bureau of Apprenticeship and Training shall also be considered acceptable, provided it is being administered in a manner consistent with the equal employment obligations of federal-aid highway construction contracts. Approval or acceptance of a training program shall be obtained from the NHDOT Office of Federal Compliance (OFC) prior to commencing work on the classification covered by the program. It is the intention of these provisions that training is to be provided in the construction crafts rather than clerk-typists or secretarial-type positions. Training is permissible in lower level management positions such as office engineers, estimators, timekeepers, etc., where the training is oriented toward construction applications. Training in the laborer classification may be permitted, provided that significant and meaningful training is provided and approved by the division office. Some off-site training is permissible if the training is an integral part of an approved training program and does not comprise a significant part of the overall training.

Except as otherwise noted below, the contractor will be reimbursed 80 cents per hour of training given to an employee under this contract in accordance with an approved training program. As approved by the engineer, reimbursement will be made for training persons in excess of the number specified herein. This reimbursement will be made even though the contractor received additional training program funds from other sources, provided such other source does not specifically prohibit the contractor from receiving other reimbursement. Reimbursement for off-site training indicated above may only be made to the contractor where the contractor does one or more of the following and the trainees are concurrently employed on a federal-aid project: contributes to the cost of the training, provides the instruction to the trainee, or pays the trainee's wages during the off-site training period.

No payment shall be made to the contractor if either the failure to provide the required training, or the failure to hire the trainee as a journeyworker, is caused by the contractor and evidences a lack of good faith on the part of the contractor in meeting the requirements of this Training Special Provision. It is normally expected that a trainee will begin training on the project as soon as feasible after start of work, utilizing the skill involved, and remain on the project as long as training opportunities exist in this work classification or until the training program is completed. It is not required that all trainees be on board for the entire length of the contract. A contractor will have fulfilled the responsibilities under this Training Special Provision if the contractor has provided acceptable training to the number of trainees specified. The number trained shall be determined on the basis of the total number enrolled on the contract for a significant period.

Trainees will be paid at least 60 percent of the appropriate minimum journeyworker's rate specified in the contract for the first half of the training period, 75 percent for the third quarter of the training period, and 90 percent for the last quarter of the training period, unless apprentices or trainees in an approved existing program are enrolled as trainees on this project. In that case, the appropriate rates approved by the Federal Departments of Labor or Transportation in connection with the existing program shall apply to all trainees being trained for the same classification who are covered by this Training Special Provision.

The contractor shall furnish the trainee a copy of the program to be followed in providing the training. The contractor shall provide each trainee with a certification showing the type and length of training satisfactorily completed.

The contractor will provide for the maintenance of records and furnish weekly reports documenting performance under this Training Special Provision.

APPENDIX 6: DEFINITIONS

On-the-Job (OJT) Training: Training provided by a contractor in a federally-assisted designated construction contract with the goal to offer equal opportunity for the training and/or job advancement of women, minorities, and disadvantaged individuals in the highway construction trades.

Minority: A person who is: 1) Black: a person having origins in any of the black racial groups of Africa; 2) Hispanic or Latino: a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race; 3) Asian American: a person having origins in any of the original peoples of the Far East, Southeast Asia or the Indian subcontinent; 4) American Indian and Alaskan Native: a person having origins in any of the original people of North America, South America (including Central America), and who maintains cultural identification through tribal affiliation or community recognition; or 5) Native Hawaiian and Other Pacific Islander: a person having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands.

“Disadvantaged” Individual: A person who meets at least one of the following criteria:

- A person who receives, or is a member of a family and/or household which receives, cash payments under a Federal, State, or local income-based public assistance program.
- A person who is a member of a family and/or household that receives (or has been determined within the 6-month period prior to registration for the program involved to be eligible to receive) Food Stamps/EBT card under the Food Stamp Act of 1977.
- A person who is a foster child on behalf of whom State or local government payments are made.
- A person who does not have a high school diploma.
- A person from a family whose total annual household income is below the limits listed below:

INDIVIDUALS IN FAMILY/HOUSEHOLD	POVERTY GUIDELINES
1	\$12,140
2	\$16,460
3	\$20,780
4	\$25,100
5	\$29,420
6	\$33,740
7	\$38,060
8	\$42,380

- For families/households with more than 8 persons, add \$4,320 for each additional person.
- A person with a disability whose personal income meets the established income criteria above, even if the individual's family does not meet the income eligibility criteria.
- A person who qualifies as a homeless individual, as defined in the Steward B. McKinney Homeless Assistance Act. The poverty guidelines updated periodically in the Federal Register by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. 9902(2). Federal Register, Vol. 83, No. 12, January 18, 2018, pp. 2642-2644.

NOTES: