

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

- Meeting Objectives:
 - To share information from the workforce supply and demand sides
 - Connect key people and identify opportunities to partner
 - Enhance relationships/partnerships

- FHWA Highway Construction Workforce Pilot:
 - An effort to address significant workforce shortages in the highway construction industry
 - Associated General Contractors of America (AGC) survey indicates as high as 40-50% of contractors have difficulty filling jobs
 - The pilot is in six states and six major cities with industry and workforce system partners working together will identify, train, and place unemployed/underemployed individuals into highway construction jobs
 - A State and Local Working Group in each location has been established. Key partners include AGC state and local chapter representatives, American Road and Transportation Builders Association (ARTBA) chapter representatives, FHWA Division, State DOT, Workforce Development Boards and economic development agencies.

Visit [HCWP website \(https://www.fhwa.dot.gov/innovativeprograms/centers/workforce_dev/hcwp/\)](https://www.fhwa.dot.gov/innovativeprograms/centers/workforce_dev/hcwp/) for additional information

- Department of Labor (DOL) Office of Workforce Investment
 - Employer driven system to place people into jobs
 - Gather data to see what's happening in industry to prepare workers for jobs
 - Helps employers get skilled workers
 - Promotes a strong economy by building and preparing workforce
 - Assists educators, businesses, and job seekers
 - Adult, dislocated, transitional, veterans, migrant, seasonal, Native Americans, others
 - Helps them overcome barriers and provide needed training

- DOL Office of Apprenticeship
 - Most highway project contracts support apprenticeship programs
 - Apprenticeships are “the other four-year degree”
 - Opportunity to “earn while you learn”
 - Participants don't incur debt as is often the case with college education
 - Participants receive a certificate as a nationally recognized DOL apprenticeship program
 - Apprenticeship programs do not require union or non-union affiliation, although unions generally provide apprenticeship training/programs
 - Willingness to work with companies to create apprenticeship programs
 - Wages vary for apprenticeship programs
 - Apprentices receive raises as they advance; helps with retention
 - “PEN” Industries program is a successful prison apprenticeship program with Indiana Department of Corrections

- Indiana Job Corps System
 - Offers four career pathways
 - Military, employment, college, advanced training

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

- Opportunities in construction include:
 - 10 trades (welding, glazing, painting, carpentry, cement mason, brick masonry, heavy equipment, diesel repair, electric repair, facilities maintenance)
 - 7 of which are union sponsored
 - Acts as pre-apprenticeship; can use Job Corps training to get into apprenticeship program
- Advanced training programs are offered in other Job Corps centers
 - Indiana-based students could be relocated to those centers
 - Note: Pittsburgh has developed a Heavy Highway Construction advanced training curricula as part of HCWP; a first group of trainees is currently enrolled in program
- Six-week internship program at end of Job Corps training
 - Opportunity gets students engaged so that there's no gap between school and work
 - Get them down career pathway before they leave
 - Job Corps needs employers interested in hiring the students
- Want people to understand program and what it offers (both to participants and potential employers)
 - Have a lot of students who need jobs
 - Job Corps can provide skilled workers to highway construction industry
- Department of Workforce Development
 - Indiana has low unemployment which makes it hard to fill jobs and find skilled workers
 - Always looking to how to serve communities better and find creative solutions
 - 12 workforce regions: 80 WorkOne offices (20 are comprehensive centers, 60 are part-time)
 - Workforce development is a priority for the Indiana Governor
 - Governor created a new apprenticeship office and wants to increase the number of registered apprentices and programs
 - Wants to create other "earn and learn" programs that are "less scary" than USDOL programs
 - Reform pipeline from kindergarten to adult education to ensure resources are being used effectively to fill jobs
 - [Next Level jobs program](https://www.nextleveljobs.org/2017) See: <https://www.nextleveljobs.org/2017>
 - Workforce Ready Grants offer certificate from Ivy Tech, Vincennes or other training providers
 - Employer Training Grants
 - Reimburses employers up to \$5,000 per employee (or \$50,000 total per employer)
 - Train, hire, and retain for 6 months (25 of 218 employers are construction)
 - Increasing interest in employing ex-offenders (more than 15,000 ex-offenders released each year in Indiana)
 - HIRE program: skills development/job training for ex-offenders
 - Decreased recidivism for those participating in HIRE program
 - Jobs for America's Graduates program for high school students to keep them in school (career exploration and support is key)
 - Huge variety of sponsored programs to help people complete education (both youth and adult)

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

- Lots of people without high school diploma
- High success rate and retention rate for adult education
- Different pipeline programs (that kind of seem like one-offs, but could be leveraged)
- FHWA OJT/SS
 - CDL training program (\$65K annually through OJT/SS) offered at Vincennes University
 - 26 participants, 21 graduated, 15 employed
- Indiana Department of Transportation (INDOT)
 - Focus on internal workforce development
 - Formed Talent Management group to address needs and to modernize/identify ways to get people to come to INDOT and grow careers
 - INDOT trying to breakdown silos
 - Want to get people to best possible place even if it's not at INDOT
 - Starting to work on externally workforce development
 - Economic Development Group:
 - What would connected/autonomous vehicles do for jobs in Indiana?
 - INDOT looking to transition technical/blue collar workers into this new technology (looking for job opportunities for both white collar and blue collar employees)
 - Want to strengthen relationships with partners at the meeting
- Indiana Constructors Inc. (ICI)
 - Coalition of four associations to focus on workforce development:
 - Asphalt Pavement Association of Indiana (APAI)
 - American Concrete Pavement Association - Indiana Chapter (ACPA)
 - Indiana Ready Mix Concrete Association (IRMCA)
 - Indiana Mineral Aggregates Association (IMAA)
 - Want to coordinate efforts and better connect to various resources to enhance highway construction workforce development opportunities
 - Break down silos and reach out to others
 - Adding more highway construction curriculum into courses, e.g. pilot program at Ivy Tech
 - Developing a branded entity (with other agencies) to provide a central message for horizontal/heavy/highway/civil construction career development
 - Hoping to breakdown walls and bridge gaps
 - Important to bring message to young people about opportunities in construction
 - Challenges:
 - Should ICI provide bodies right now for work? Or should we think about future and getting people interested in industry?
 - Should focus be on white or blue collar workforce? Are there different needs?
 - Union workforce: 95% of ICI members on blue collar side are union employers
 - Union unwilling to admit more people to training/apprenticeship programs limits workforce development
 - There is already a worker shortage and 10% of workforce in Indiana is retiring within 5 years which will create greater workforce challenges
 - Good career opportunities if you haven't gone to college

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

- American Council of Engineering Companies - Indiana
 - Consulting engineering association
 - Professional engineering is a “white collar” profession, but recognizes the need for a complete highway workforce and appreciates the opportunity to participate in Indiana workforce partners discussion
 - Participating in efforts to attract employees to industry
 - Realizing four-year degrees can be a barrier to entry
 - National Engineers Week is a particular focus for ACEC as one of continuing ACEC efforts to reach out to students to encourage them to pursue a career in engineering
- Asphalt Pavement Association of Indiana
 - Creative funding to provide craft worker with training opportunities
 - Partner with Future Farmers of America (FFA) to provide career alternative to kids who won’t inherit family farms
 - Farm kids already experience with heavy equipment, working outside, hard workers
 - Outreach includes working with schools and FFA chapters to attract kids to asphalt industry
 - Career fairs and outdoor expo to demo tools/pavers
 - Teach kids how to get a job, learn about industry, equipment etc.
- American Concrete Pavement Association
 - Working with ICI and APAI in workforce development collaborative activities
- Minerals Aggregate Association
 - Involved in teachers’ workshop
 - Increase kids’ interest in minerals to show them the value of minerals in everyday life and products
 - More long-term focus than short term
 - Want a partnership to work collectively as an industry
- Too many programs in industry and Department of Labor. It is difficult to determine the benefits and how to participate in programs.
- Indiana Construction Roundtable Foundation
 - Build Your Future Indiana
 - Broad umbrella of construction industry organizations including a good mix of residential, highway, commercial etc.)
 - Train ambassadors statewide to promote industry
 - Moving forward: focus on diversity of industry, cultural issues
 - How can we help people in impoverished areas and connect them to high-paying jobs?
 - Who are the people we can help?
 - An awareness program for adult populations to get them trained and into jobs
- An overall sense among participants that there are a lot of programs out there
 - Don’t necessarily need new programs, but need to collaborate on existing programs
 - Connect people with programs/programs to programs

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

- Focus on high school students is important for future, but what can we do now to address current skills gap? Who can we attract now? Who should we target/focus our efforts on?

Three break out groups were organized to address five questions. Report outs are summarized below.

<i>Question 1: What practices have you used that have yielded the best results in recruiting, developing, or retaining skilled workers?</i>		
Group 1	Group 2	Group 3
<ul style="list-style-type: none"> ● Build Your Future – Ambassador Program ● Agriculture to Asphalt ● Branding for Industry (ICI led) <ul style="list-style-type: none"> ○ Collaboration between associations/organizations ● Outreach to underrepresented groups (ex. HIRE, PEN program) ● Inclusive growth ● Local level employer involvement (DOL) 	<ul style="list-style-type: none"> ● Find out where people are ● Partnership with high schools ● Scholarship programs to become interns ● Get active in communities/where people live <ul style="list-style-type: none"> ○ Indy 11, Churches, Burmese community ● No single answer to recruiting ● How millennials communicate with each other ● Find balance of rural/urban ● Be agile (if it doesn't work try something else) ● Be progressive in approach (don't just use same thing) ● Multi-pronged approach to recruiting 	<ul style="list-style-type: none"> ● Career fairs in high school ● Scholarships ● Internships ● Adult education programs that are community-based ● Contractors view grant programs with interns/job placement programs as strategic competitive advantage <ul style="list-style-type: none"> ○ Members help each other but not direct competitor ● Reach out/spread word during driver's license test around state ● Outside source recruiting <ul style="list-style-type: none"> ○ FAA – Asphalt ○ BWF - Ambassador ○ Long-term vs. short-term effort

<i>Question 2: What existing barriers can you identify that impede recruiting and retaining skilled workers?</i>		
Group 1	Group 2	Group 3
<ul style="list-style-type: none"> ● Age requirements can be a disconnect ● High school diploma requirement ● Socio-economic barriers: language, drug tests, ex-offenders, child care ● Unions may limit recruitment cycle plus cultural barrier ● Lack of data and uncertainty of future needs 	<ul style="list-style-type: none"> ● Communication/reaching right people/identifying target group ● Communicating with high schools/HS students ● Diversity and cultural ● Nature of the work; hard and physically taxing; some people don't want to work that hard ● Required skill set(s) (i.e. engineering requirements) ● How to recruit and connect 	<ul style="list-style-type: none"> ● Housing ● Transportation <ul style="list-style-type: none"> ○ No driver's license ● Nature of work and weather issues <ul style="list-style-type: none"> ○ Always outside ○ Seasonal ● Issues with language ● Citizenship ● Cost of tuition ● Drugs ● Regulatory issues ● Limited knowledge of

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

	<p>with people</p> <ul style="list-style-type: none"> • Salary competition • Schools focus on college, not jobs • Lack of meals/food during the day prevents people from taking on a physical job • Other barriers include transportation, meals, child care, and health care 	<p>industry and lack of understanding about career paths</p> <ul style="list-style-type: none"> • Culture of industry <ul style="list-style-type: none"> ○ Used to be a white male dominated industry (now it isn't, which is a problem for some white males and also a problem for non-white males)
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<i>Question 3: What opportunities are you aware of or considering expanding workforce development for highway construction?</i>		
Group 1	Group 2	Group 3
<ul style="list-style-type: none"> • Next Level Jobs grant program has expanded; increase awareness of opportunities • Get assistance from RTWCs • Apprenticeship Expansion Grant • Indianacareerready.com <ul style="list-style-type: none"> ○ Focus on job seekers • Department of Corrections programs (HIRE and PEN) 	<ul style="list-style-type: none"> • Associations forming coalition and partnering up • Connection and coordination between partners to get right people in front of right program • Reach out to millennials/younger generations • How to impact communities • Reach them through influencers (teachers etc.) • Build relationships with schools at every level • National Apprenticeship Week <ul style="list-style-type: none"> ○ Develop something similar for highway trades or work zone safety awareness • Reaching out to minorities <ul style="list-style-type: none"> ○ Minority Engineering Advancement Program at IUPUI 	<ul style="list-style-type: none"> • Ivy Tech highway curriculum • Women in transportation • Recruiting camps at area universities • National Summer Transportation Institutes • Workforce development committee <ul style="list-style-type: none"> ○ Young leaders ○ Outreach to colleges and high schools • INDOT employee referral program ("refer a friend") • Company engagement • Career fairs - bring awareness to young people with field days • Demonstrate a career path to actual recruits • Cross state recruitment • Joint marketing plan • Engineering week

Question 4: What challenges can you identify that may undermine your efforts to recruit and retain a

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

<i>skilled workforce?</i>		
Group 1	Group 2	Group 3
<ul style="list-style-type: none"> • Hard work • Getting and retaining people to do hard work • Is it recruitment or a retention problem? • Is the right training available? • Are we matching job requirements with what we're offering in training? • In local communities, is there a stigma of being involved with programs that serve underrepresented groups? → break down barriers and make connections • How to better represent industry as we recruit/retain • Not just backbreaking, there is some high-tech • Are we doing the right type of outreach (in communities, where it's easy for them) • Increase diversity of women and minorities 	<ul style="list-style-type: none"> • Drugs <ul style="list-style-type: none"> ○ Most companies have zero tolerance • Retention of employees <ul style="list-style-type: none"> ○ Money and pay not super competitive ○ Benefits not as appealing as good pay • Recruiting <ul style="list-style-type: none"> ○ Need to evaluate recruiting policies ○ Are they working? ○ Think broader about how you recruit and different ways of doing it 	<ul style="list-style-type: none"> • Competition among sectors, especially technology sector • Competition within industry • Student perception is that civil engineering is lowest paying and least appealing • Lack of desire to be behind asphalt paver • Drug issues/opioid epidemic • Union reticence to add apprentices <ul style="list-style-type: none"> ○ Contractors would rather hire apprentices ○ Journeymen don't want apprentices because that takes away their job opportunities, so unions don't take many apprentices • Lack of work place mentoring for entering employees • Behind in marketing efforts • 400K non-high school grads • Issues with culture • Generational challenges

<i>Question 5: What data do you use to track success?</i>		
Group 1	Group 2	Group 3
<ul style="list-style-type: none"> • Labor market information (data from employers); highways included in construction category • Indiana Business Research Center • Census data • Bureau of Labor Statistics (BLS) • INDOT (DBE) • StatsIndiana (Department of Workforce Development) • There's data out there, but can it be used for this industry specifically? And then can we use it 	<ul style="list-style-type: none"> • Tracking time it takes to fill a job • Retention rates • Head count • Engagement surveys/studies • Exit interviews to learn why people are leaving and where they're going • CTE Enrollment • Track job fairs – are people being placed • Gender diversity numbers • Are existing programs actually working? • Comparison report of 	<ul style="list-style-type: none"> • DOL measurements and metrics • Scholarships → following up with them • 1391 data (FHWA required) • 1392 data (FHWA required) <ul style="list-style-type: none"> ○ FHWA data → to look at some trends, but it's very broad and limited • Payroll is electronic <ul style="list-style-type: none"> ○ Can that data be mined? • Department of Workforce Development is a good resource • INDOT internal • Association efforts (registers

**Indiana Highway Construction Workforce Initiative
3/29/18 Meeting Notes**

	career paths in different industries	of participants)
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Goals and Next Steps

Short-term goals

Continuing dialogue

- Should the group develop a charter? mission? vision?
- Formalize a committee?
 - Include other stakeholders, e.g. unions, Ivy Tech or Vincennes
- Grass roots representation from those groups we're targeting; how to get word out to different communities
- Enhance collaboration
 - What's going on in each group? More in-depth discussion would be helpful
 - Develop and formalize additional connections
- Understanding data
 - Resources available
 - How data can be used to identify/support long-term goals

Long-term goals

- Increasing diversity (Minorities? Women? Age groups?)
- Marketing the industry (to get what we need in terms of workforce development)
 - Is there a message that resonates?
- Addressing barriers
- Figuring out what others are doing in other states → best practices that are transferable

Next steps

- Unanimous support to reconvene in the next month as either a small group to develop a framework for the larger group.
- How can we pursue these goals?
 - What's your priority?
 - What would you want to focus on?
- Refine goals at next meeting
- Provide structure for next meeting