

## **ASSURING EQUAL OPPORTUNITY FOR WOMEN IN CONSTRUCTION: CHECKLIST FOR CONSTRUCTION WORKFORCE MONITORS**

The success of workforce participation goals for women or other targeted groups (such as minorities and/or community members) depends on a concentrated effort by all parties. This includes the participation of construction management, unions, government representatives and interested community groups in a systematic approach that translates the workforce goals into on the ground worksite action. The construction workforce monitor is the person who puts the goals into action by facilitating communication among the various groups, scrutinizing the actual worksite and reporting and remedying obstacles to equal opportunity.

### **RECRUITING AND HIRING**

- ❑ Identify and communicate with specific recruitment sources for women and other targeted groups, and provide periodic, accurate, up-to-date hiring timelines so that those entities can notify and refer qualified workers.
- ❑ Conduct aggressive recruitment from community, training and trades organizations.
- ❑ Record all contractors' and subcontractors' efforts to recruit members of targeted groups, and keep records of all such applicants, as well as why those applicants were rejected.
- ❑ Refer community job seekers in need of additional training to workforce development training programs that have links to the developer and/or community as well as strong ties to construction employers and unions. Record all referrals.

### **WORKSITE CONDITIONS**

- ❑ Regularly walk the site to review work assignments and other workforce issues, and to communicate directly with workers and contractors.
- ❑ Enforce a "zero tolerance" policy for pornography, obscene graffiti, and other offensive images on the jobsite.
- ❑ Oversee availability and maintenance of restroom and changing facilities that are accessible to women, meaning clean, private, and close to the jobsite.
- ❑ Conduct or oversee diversity, equitable workplace and sexual harassment training, including fair training practices and advancement policies, for all foremen and supervisors in conjunction with ongoing safety training.
- ❑ Develop and/or maintain EEO policies, receive complaints under the EEO policy, conduct investigations and resolve disputes formally and informally.
- ❑ Regularly review work assignments, job classifications, shift schedules, overtime allocation, and other personnel practices to assure fair wages and equitable work conditions.

## REPORTING

- ❑ Establish a team responsible for meeting monthly to monitor progress toward equal employment goals and to develop rapid, practical, results-oriented solutions to problems and challenges. Team members should include construction management, unions, government agencies, elected officials, sub-contractors, tradeswomen organizations and other community based organizations, and meetings should be open to the public.
- ❑ Collect and generate regular reports of employment data, including workforce composition, by trade and experience level, and decisions to hire, fire, promote, train, and assign workers. Circulate these in advance of monthly meetings and make them available to interested members of the public.
- ❑ Report and disseminate workforce needs projections by trade, with timelines for anticipated hiring.
- ❑ Report number of EEO complaints and resolutions by contractor and trade.

## EVALUATION AND REMEDIATION

- ❑ Establish working procedures including remediation in compliance with government regulations and contractual stipulations.
- ❑ Institute results-oriented solutions with timelines for remediation.
- ❑ Recommend incentives or penalties in accordance with contract.

*Legal Momentum's Equality Works program assists public and private builders, contractors, unions, governmental representatives, community organizations and tradeswomen in order to ensure equal opportunity in the construction industry. Our work includes:*

- *identifying and recruiting experienced tradeswomen;*
- *identifying and supporting training sources;*
- *developing equal opportunity contractual clauses and policies;*
- *supporting and training independent monitors; and*
- *representing tradeswomen when employers or unions violate their right to equal opportunity.*

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