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PLA/CCP

Women in the Trades Resource Guide

A Comprehensive Guide to Recruit, Employ and Retain Women in Construction Careers

Metro

Encouraging Contractors to Increase Women's Workforce Participation on Metro Construction Projects

The purpose of this resource guide is to provide insight and best practices to contractors and female workers in the construction industry. This guide should be used as a toolkit for contractors to recruit, employ and retain women in construction careers. Metro encourages contractors to not only use the resources in this guide, but to share this information with their subcontractors, jobs coordinators, site foreman and construction workers. Additionally, contractors are to use the toolkit to promote an inclusive workforce to foster a safe, productive and diverse work environment.

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1. Outreach Strategies

An effective outreach strategy is critical in reaching women candidates interested in construction careers. Contractors should conduct outreach for each construction project and should participate in events sponsored by community-based organizations. Examples of the most effective outreach strategies include:

a. Conduct outreach job fairs for your construction projects.

> Invite jobs coordinators, Metro staff and the Los Angeles/ Orange County Building and Construction Trades Council (LA/OCBCTC) to attend your outreach event and provide support. Contact the joint labor-management apprenticeship programs of the building trades-affiliated unions: *laocbuildingtrades.org/apprenticeship-building-trades*.

> Conduct job fairs prior to the start of the construction project, periodically, or as needed as appropriate on large projects.

> Properly advertise the job fair to receive maximum participation and highlight the opportunities and benefits that can spark interest for women construction workers in your advertisement.

b. Establish a collaborative workforce network with the job coordinators and workforce partners, such as America's Job Centers of California (AJCC). Participate in their outreach events, which are listed on their websites. A few of the workforce partner organizations are:

1. Women Build Metro Los Angeles outreach events
2. Women in Non-Traditional Employment Roles (W.I.N.T.E.R.)
3. Flintridge Center
4. LAX Pre-Apprentice Construction Training
5. Playa Vista Jobs (PV Jobs)
6. 2nd Call
7. Friends Outside in Los Angeles County
8. Youth Build

c. Utilize Los Angeles WorkSource Centers/AJCCs to sponsor or host on-site recruitments at their locations. Publicize your efforts to attract the candidate pool in which you need to fulfill your specialized hiring requirements. Below is a list of Los Angeles City and County-funded WorkSource/AJCC centers that have construction sector recruiting and/or training initiatives.

1. Goodwill Industries (Northeast Los Angeles WorkSource Center): *info@goodwillsocal.org*
2. Coalition for Responsible Community Development (Vernon – Central/LA Trade Tech College WorkSource Center): *coalitionrcd.org*
3. Arbor ResCare East Los Angeles: *rescare.com/workforceservices/locations/?state=California*
4. Managed Career Solutions (MCS) Pomona Valley: *mcscalifornia.com/locations*
5. El Proyecto del Barrio (Sun Valley WorkSource Center): *elproyecto.us*
6. Harbor Gateway (Harbor/San Pedro WorkSource Center): *pacific-gateway.org/harbor*
7. South Los Angeles (LA Southwest College): *jvsla.org*
8. South Bay/Inglewood One Stop: *sbwib.org/home*
9. Housing Authority of the City of Los Angeles: (HACLA Watts WorkSource) Center: *ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles*
10. Asian American Drug Abuse Program (AADAP West Adams WorkSource Center): *aadapinc.org*
11. Veterans AJCC (Bob Hope Patriotic Hall, LA): *jvs-socal.org/programs-and-services/worksource-center-services/overview*

12. United Auto Workers (UAW Crenshaw South Los Angeles WorkSource Center): *letc.com*
13. Watts Labor Community Action Committee (WLCAC Watts WorkSource Center): *wlcac.org*
14. Pacific Asian Consortium in Employment (PACE WorkSource Center): *pacela.org*

d. Coordinate with Metro's Workforce Initiative Now-Los Angeles (WIN-LA) to provide supportive services and career coaching for candidates seeking careers in the construction industry. To learn more about WIN-LA, please visit *winla.metro.net*.

e. Coordinate with local Employment Development Department (EDD) office to track unemployed candidates through their base wage file and statewide database.

f. Coordinate with Metro staff to utilize Metro's social media platforms (i.e. Facebook, Instagram, popular online job banks and event pages to reach potential candidates).

g. E-blast your recruitment event flyers to share outreach efforts with community-based organizations and workforce partners.

h. Attend workforce development meetings focused on providing training and employment opportunities for women in the construction industry.

i. Participate in outreach events within the community, community colleges and vocational training schools.

1. Women Build Metro Los Angeles-Apprenticeship Readiness Fairs
2. LA Metro Community Outreach and Veteran Events
3. Los Angeles Community Job Fairs
4. Los Angeles Trade Technical College Job Fairs
5. Los Angeles Economic Development Department (EDD) Job Fairs
6. California Community Connection Corporation (C4) Construction & Associated Careers Awareness Day (Los Angeles Trade Technical College)

Keep records of all outreach activities as required by your PLA/CCP contractor and jobs coordinator responsibilities. Inform PLA/CCP staff of outreach events to be posted on Metro's PLA/CCP upcoming events page.

2. Recruitment

Best practices for a successful recruitment are the pillars of every great employment hire. By utilizing the suggested best practices below, one can effectively outreach to skilled and qualified construction applicants.

a. **Contractors and jobs coordinators must have an accurate understanding of open and upcoming craft positions that need to be filled.**

b. **The contractor's Employment Hiring Plan (EHP) should also include estimates of which crafts will be needed and when they should be used during the project.**

c. **In the event a contractor's workforce participation has a female percentage below 6.9%, their hiring focus should be on recruiting female workers for the crafts to be used for upcoming scopes of work.**

d. **The contractor should assess their outreach efforts and follow up with workforce partners through the job coordinator to receive possible candidates that are qualified for the upcoming scopes of work.**

e. **Host your recruitment event at a location that is easily accessible for candidates, such as America's Job Center, Union Hall, or a community-based organization facility, such as Inglewood One Stop, LAUSD MC3 Location, Local 300 Bootcamp location.**

f. **Work with Metro staff to advertise your recruitment by posting to LA Metro's social media platforms (i.e. Facebook, Instagram, as well as popular online job banks, or event pages).**

g. **E-blast flyers of recruitment events to reach the maximum number of female candidates as possible.**

h. **Work with your community-based organization partner to assist with prescreening, recruiting and scheduling interviews with candidates prior to the recruitment event.**

i. **Ensure that new candidates entering the construction field have been enrolled in or have completed the MC3 training curriculum. Refer to Section 7.**

j. **Track the status of interviewed candidates and create a list of potential recruits that have not yet been selected. This list should be utilized when future hiring needs arise.**

k. **Utilize the *Request for Craft Employees* form and keep record of your requests. The Request for Craft Employees form is used to request workers that help the contractor meet their Targeted Worker, Apprentice Worker, Disadvantaged Worker, Minority and Female Worker percentage goals.**

3. Training Resources/ Pre-Apprenticeship Recruitment

The following is a list of Pre-Apprenticeship training programs approved by the Building Trades (LA/OCBCTC) that offer the MC3 curriculum. Please see Attachment A for additional information.

1. Anti-Recidivism Coalition
2. Flintridge Center
3. Women in Non-Traditional Employment Roles (WINTER)
4. Antelope Valley College
5. Cerritos College
6. Career Expansion, Inc.
7. Long Beach City College

8. Los Angeles Southwest College
9. Los Angeles Trade Tech College
10. Los Angeles Unified School District Local District North West (High School Programs)
11. YouthBuild Charter School of California (16- to 24-year-olds, 15 locations in LA County)
12. Los Angeles Unified School District Adult Education/ East Los Angeles Occupational
13. Los Angeles Unified School District Adult Education/ Maxine Waters Employment Preparation Center

Contractors must ensure that all new construction candidates have enrolled in an MC3 training course. It is important for contractors to use job coordinators that will refer MC3 graduates to contractors and LA/OCBCTC-recognized apprenticeship training facilities.

4. Worker Retention

Contractors are highly encouraged to focus on retaining female workers. Some best practices for retention are listed below.

a. **Work with Metro staff and job coordinators to transition workers from projects that are 80% complete to lower any lag time from one project to the next. Utilize the *Female Worker Transition Tracking* sheet to support this effort.**

b. **Implement gender-specific portable toilets on the construction site.**

c. **Engage female workers and offer training and support for career advancement.**

d. **Allow new construction workers to job shadow other apprentices and/or journeymen.**

e. **Create a women's supportive network group on the project/worksite during the onboarding process. This will allow new female employees to gain both professional and personal support from their peers.**

f. **Network with other job coordinators to assist with placing women on other regional construction projects.**

g. **Be proactive! Encourage your workers to learn additional skills in their trade that will allow for advancement in their trade.**

h. **Provide supportive resources for workers, such as child care, transportation, gender-specific restrooms, financial literacy, a harassment free workplace, and other services mentioned in Section 7.**

5. Worksite Best Practices

a. Ensure all construction staff are aware that the construction site has a zero tolerance for discrimination and sexual harassment.

b. Post Equal Employment Opportunity, Non-Discrimination and Sexual Harassment policies in inconspicuous locations at the project site.

c. Implement separate male and female restrooms for privacy.

d. Follow up with female construction apprentices to ensure they are learning new skills and preparing for advancement.

e. Consider implementing child care services for construction workers, or build relationships with service providers to foster assistance with child care.

f. Consider joining business networking groups that are specific to the construction industry, or can be a pipeline to recruiting new construction candidates.

6. Contractor Dos and Don'ts

Outreach Dos

1. Conduct outreach events/job fairs for your construction projects.
2. Work with your job coordinators and Metro PLA/CCP staff when implementing outreach events.
3. Maintain an open line of communication with your job coordinator.
4. Work with your local community-based organizations, as well as the city and county WorkSource Centers with outreach efforts.
5. Know your local America's Job Centers of California (AJCC) and Employment Development Department (EDD) office to locate unemployed female construction workers.
6. Advertise and promote outreach efforts on social media outlets.
7. Create a strong community-based e-mail distribution list to e-blast outreach events.
8. Build relationships with local vocational schools for outreach and recruiting events.

Outreach Don'ts

1. Do not forget to stress that Metro strives to increase the representation of females on Metro construction projects.
2. Do not work in silos. Work with your job coordinator for outreach, recruitment, retention and other PLA/CCP requirements.
3. Do not disengage with the community. Inform community-based organizations and partners of your upcoming projects and/or current projects with Metro.
4. Do not solely promote outreach efforts internally. Use social media.
5. Do not hold outreach events during the same time. (Example: always 8-11 am on Fridays). Host events at different times to allow female candidates with various schedules the opportunity to attend.

Recruitment Dos

1. Meet regularly (weekly or monthly) with your job coordinator to understand the project's workforce needs.
2. Review the project's Employment Hiring Plan (EHP) and utilize the Request for Craft Employees form to recruit women and under-represented workers for the project.
3. Find qualified candidates through your job coordinator and their workforce partners.

4. Host recruitments at easily accessible locations to hire female and targeted workers, such as local AJCCs, WorkSource Centers, union halls, and other community-based organizations.
5. Use social media to promote your recruiting efforts (i.e.) Instagram, Facebook, LinkedIn, Indeed.com, Construction Jobs, Inc., (*constructionjobs.com*).
6. Provide support for your job coordinator's recruitment efforts. Supply signage, job availability, access to prime contractor business agents and recruiters, upcoming craft or training openings, marketing materials, etc.
7. Communicate with Metro when hiring issues arise (both positive and negative).
8. Share Best Practices at Metro job coordinator quarterly meetings.
9. Highlight female participation success stories.

Recruitment Don'ts

1. Do not ignore or circumvent your job coordinator's efforts.
2. Do not dismiss your Targeted Worker Summary Report as this identifies where the project's workforce needs exist.
3. Do not implement hiring practices without using the ***Request for Craft Employees*** form. This form can be referenced as proof of your efforts to recruit female workers and comply with PLA/CCP requirements.

Training Resources/Pre-Apprenticeship Recruitment Dos

1. Work closely with your job coordinator to develop relationships with MC3 approved pre-apprentice training facilities to refer candidates interested in construction careers.
2. Closely review the Targeted Worker Summary Reports for your project and tailor your recruitments to address low female participation and other low categories.
3. Use the approved Request for Craft Employees form to recruit workers for the project. Use this form to recruit female and minority workers to document your efforts to promote a diverse workforce.

Training Resources/Pre-Apprenticeship Recruitment Don'ts

1. Do not refer potential construction candidates to non-MC3 pre-apprenticeship training schools. The MC3 Curriculum is proven to assist with training job-ready construction candidates and maintain strong retention on projects.
2. Do not ignore the Targeted Worker Summary Report, or ***Request for Craft Employee*** form. Identify if and when a recruitment will be needed to continue to maintain your efforts of having a diverse workforce.

7. Construction Resource Services

Women's Support Services, FamilySource, WorkSource and YouthSource Services

Bradley/Milken Family Source Center	1773 E Century Bl LA, CA 90002	213.473.3607	*cdd.lacity.org/fam_index.html*
WLCAC (Watts Action Labor Community Action Committee) FamilySource, & WorkSource Center	1212 E 108th St LA, CA 90059	323.563.5639	*wlcac.org*
HACLA (Housing Authority of the City of Los Angeles) Imperial Courts	2220 E 114th St LA, CA 90059	323.249.7751	*ewddlacity.com/index.php/employment-services/adults-age-24-and-older/worksource-centers#watts-los-angeles*
1736 Family Crisis Center (emergency crisis, legal, youth, and mental health services)	2116 Arlington Av LA, CA 90018	323.737.3900	*1736familycrisiscenter.org*
NEW Economics for Women Family Source Center	Los Angeles & Valley Locations	213.483.2060	*neweconomicsforwomen.org*
El Nido Family Source Center	4060 S Figueroa St LA, CA 90037	323.998.0093	*elnidofamilycenters.org*
Brotherhood Crusade YouthSource Center (after-school program/tutoring)	4401 Crenshaw Bl LA, CA 90043	323.545.1130	*brotherhoodcrusade.org/venue/youthsource-center*
Vernon Central WorkSource Center	400 W Washington Bl, LA, CA 90015	213.763.5951	*coalitionrcd.org*
Archdiocesan South LA – Exposition Park YouthSource Center	4060 S Figueroa St, LA, CA 90037	323.731.8596	*ayela.org*
Challengers Boys & Girls Club (before- and after-school pick up & drop off)	5029 S Vermont Av, LA, CA 90037	323.971.6161	*bgcmla.org*

Para Los Niño's Pico Union/Central LA YouthSource Center	234 S Loma Dr LA, CA 90026	213.413.1466	*paralosninos.org/services/student-community-services/youth-workforce-services*
CRCD (Coalition for Responsible Community Development) VCN YouthSource Center	1006 E 28th St LA, CA 90011	323.521.1910 x 210	*coalitionrcd.org*

Child Care & After-School Programs

Crystal Stairs, Inc. (child care services)	5110 Goldleaf Cir LA, CA 90056	323.299.8998	*crystalstairs.org*
Children's Collective, Inc. (child day care, women & family services)	8616 La Tijera Bl Suite 100 LA, CA 90045	310.733.4388	*childrenscollective.org*
After-School All-Stars	5670 Wilshire Bl Suite 620 LA, CA 90036	323.938-3232	*afterschoolallstars.org*
Youth Policy Institute (YPI)	6464 Sunset Bl Suite 650 LA, CA 90028	800.999.6877	*ypiusa.org*
LA's Best Afterschool Enrichment	711 E 14th Pl LA, CA 90021	213.745.1900	*lasbest.org*
arc After School Programs (elementary, middle and high schools)	370 Amapola Av Suite 208 Torrance, CA 90501	310.671.4400	*arc-experience.com/programs/los-angeles*
YMCA (before- and after-school care)		213.380.6448	*ymcala.org/metro/classes/school-age-child-care*
MOMSLA (after-school, summer camps, and more)			*info@MomsLA.com* *https://momsla.com/11-school-programs-los-angeles*
LA County Parks & Recreation Centers (homework clubs, sports)			*http://parks.lacounty.gov/kids-family/?row=1#afterSchoolProgramsColumn*
LA Public Library System (Youth STEAM=Science! Technology! Engineering! Art! Math! academic, homework club & adult literacy tutoring)			*lapl.org/steam/welcome*

Gender Sensitivity & Management Training Resources

Traliant On-Line Sensitivity Training	929.223.4336	*traliant.com/online-anti-harassment-anti-discrimination-sensitivity-training*
Minority Aids Project, (M.A.P.)	323.936.4949	*minorityaidsproject.org*
Southern California Sanitation (Port-O-Potty Rental)	800.850.8871 Construction Sales: 626.786.4479	*southerncaliforniasanitation.com*
A&J Portables Los Angeles, Orange, Riverside & San Bernardino	562.299.8582	*ajportabletoilets.com*
National Construction Rentals	323.838.1800	*rentnational.com/los-angeles*
Eagle Portables, Inc.	310.537.0516	*eagleportables.com*
Associated General Contractors of America (AGC) On-Line Gender Sensitivity Training		*www.agc.org/learn/resource-library/training-video-diversity-rules-harassment-sensitivity-correction-training*
Pro Trade Craft Breaking Down Gender Bias: A Tool Kit for Construction Business Owners		*protradecraft.com/breaking-down-gender-bias-toolkit-construction-business-owners*
Slide Share on LinkedIn		*slideshare.net/MrP26/basic-gender-sensitivity-training*

Ex-Offender/New Contributor Resources

PV Jobs	4112 S Main St LA, CA 90037	323.432.3955	*pvjobs.org*
Shields for Families	11601 S Western Av, LA, CA 90047	213.242.5000	*shieldsforfamilies.org/contact-us*
Friends Outside	1827 E 103rd St LA, CA 90002	323.249.9683	*friendsoutsidela.org*
Volunteers of America Los Angeles	543 Crocker St LA, CA 90013	213.286.0333	*voala.org*
Timelist	3801 Somerset Dr LA, CA 90008	323.389.8664	*timelistgroup.org*
Clean 360	212 W Regent St Inglewood, CA 90301	424.702.5555	*clean360.org*

Homeboy Industries (gang/ex-offender training and employment)	130 W Bruno St LA, CA 90012	323.526.1254	*homeboyindustries.org*
Legal Aid Foundation (various locations within LA County)		800.399.4529	*lafla.org*
California Department of Corrections and Rehabilitation Female Offender Treatment & Employment Program	Various Locations throughout Southern California		*cdcr.ca.gov/rehabilitation/FOTEP.html*
Help For Felons			*helpforfelons.org*
LARRP (The Los Angeles Regional Reentry Partnership)			*lareentry.org*
Jobs for Felons Hub			*jobsforfelonshub.com*

Healthcare/Housing Resources

WIC (Women Infants & Children)		855.942.7867 *WICVendorInfo@cdph.ca.gov*	*cdph.ca.gov/Programs/CFH/DWICSN/Pages/Program-Landing1.aspx*
South LA Health Projects (women & children's health services)	2930 W Imperial Highway, Suite 601, Inglewood, CA 90303	323.757.7244	*slahp.org*
South Central Family Health Center	4425 S Central Av LA, CA 90011	323.908.4200	*scfhc.org*
Watts Health Care	Various locations throughout South LA	323.564.4331	*wattshealth.org*
Village Health	4077 W. Pico Bl LA, CA 90019	323.733.0471	*villagehealthfoundation.org*
California Black Women's Health Project	9800 S La Cienega Bl, Suite 905 Inglewood, CA 90301	310.412.1828	*cabwhp.org*
T.H.E. Clinic, Inc.	Various locations in Los Angeles & South LA	323.730.1920	*tohelpeveryone.org*

Healthcare/Housing Resources (cont.)

Umma Community Clinic	711 W Florence Av LA, CA, 90044	323.789.5610	*ummaclinic.org*
H.O.P.I.C.S. Homeless Outreach Program/Integrated Care System	5715 S Broadway, LA, CA 90037	323.948.0444	*hopics.org*
P.A.T.H. People Assisting the Homeless	Los Angeles, Hollywood, & Ventura locations	323.644.2200	*epath.org*
Union Rescue Mission	545 S San Pedro St, LA, CA 90013	213.347.6300	*urm.org*
The Los Angeles Homeless Services Authority (LAHSA)	811 Wilshire Bl Suite 600 LA, CA 90017	231.683.3333	*lahsa.org*
L.A. Opportunity Youth Collaborative "Ruth's Place"	4775 S Broadway LA, CA 90037	323.432.8440	*laoyc.org/location/ruths-place*
Operation HOPE (home buyers program)	707 Wilshire Bl LA, CA 90017	213.891.2900	*operationhope.org*
Jenesse Center, Inc. (domestic violence shelter)		323.299.9496 800.479.7328	*jenesse.org*
Covered California			*healthofcalifornia.com*
Good Shepherd Shelter (domestic violence shelter)			*goodshepherdshelter.org*
Los Angeles County Housing Resource Center			*housing.lacounty.gov*

Financial Literacy Resources

LA Public Library Financial Literacy Training	630 W 5th St LA, CA 90071	213.228.7700	*lapl.org/money-matters*
U.S. Small Business Administration	330 N Brand Bl Suite 1200 Glendale, CA 91203	818.552.3437	*sba.gov/learning-center.org*
MCS Hollywood BusinessSource Center	4311 Melrose Av LA, CA 90028	323.454.6115	*mcscalifornia.com/hollywood-businesssource*
Vermont Slauson Economic Development Corporation BusinessSource Center	1130 W Slauson Av LA, CA 90044	323.753.2335	*vsedc.org*
West Angeles Community Development Corp.	6028 Crenshaw Bl LA, CA 90043	323.751.3440	*westangelescdc.org/financial-literacy*
PACE Women's Business Center	1055 Wilshire Bl Suite 900B LA, CA 90017	323.353.9400	*pacelabdc.org/programs-and-services/small-business-consulting-services*
Operation HOPE	(Located inside Los Angeles Youth Empowerment) 750 W 7th St LA, CA 90081		*operationhope.org/losangeles*
CalCPA Education Foundation			*www.calcpa.org*

The provided list of services and providers is to be used as a guide, and is not inclusive of all services and providers in the LA region.

Contact Us

For more information, please visit *metro.net/pla* or contact Metro's Diversity & Economic Opportunity Department:

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