

**MAYOR'S ADVISORY COMMISSION
ON CONSTRUCTION INDUSTRY DIVERSITY**

44 RECOMMENDATIONS

**To Increase Inclusion of Minorities
and Women in the Construction
Workforce**

MARCH, 2009

To Increase Inclusion of Minorities and Women in the Construction Workforce

(1) The City should assemble data on the participation of minority and women construction workers in the regional construction industry.

(2) The City should set goals for minority and female membership in the building trades workforce in the Philadelphia region. Among men, a long run goal of 32% minority membership is strongly recommended. An initial goal of 7% for the participation of women is also strongly recommended, but, once it is reached, that goal should likely be raised.

(3) The City should measure annual progress toward the membership goals.

(4) The City Office of Economic Opportunity should prepare quarterly reviews of inclusion data for presentation to the Mayor's Economic Opportunity Cabinet and an annual "Inclusion Report Card" for publication. Both types of reports should include measures of changes in participation of minorities and women.

(5) The City should develop a multi-trade workforce database and clearinghouse of local minority and women tradespersons currently unemployed and seeking work.

(6) The City should conduct a baseline analysis of the current participation of male minorities, women, and Philadelphia residents in its recent construction projects.

(7) The City should establish goals and contractual requirements for workforce diversity in City construction projects.

(8) The City should collect certified payroll data on City projects showing demographic distributions of hours worked and use them to monitor all City construction projects and enforce contractual requirements goal.

(9) Create a Compliance Ombudsman for redress of complaints regarding City-funded construction projects. A key function may include interviewing persons denied entry to union programs and jobs.

(10) The City should develop and consistently communicate the message that goals of inclusion and equal opportunity should be standard for the construction industry in Philadelphia in both public and private sectors.

(11) The City should identify decision makers at every tier of the construction industry and educate them of this policy.

(12) The City should establish an ongoing Advisory Commission on Construction Industry Diversity including union leaders, large and small contractors, contractor associations, public and private project owners, and community leaders

(13) The unions should collect and tabulate demographic data on membership and employment.

(14) The unions should set membership goals. Among men, a goal of 32% minority membership is strongly recommended. An initial goal of 7% for the participation of women is also strongly recommended, but, once it is reached, that goal should likely be raised.

(15) The unions should use the apprenticeship programs to address the under representation of women and minorities.

(16) The unions should aggressively seek other ways of adding minorities and women to union membership.

(17) The unions should actively recruit minorities and women for apprentice and journeymen positions.

(18) The unions should work with community groups and others to reach out to young adults who are prepared to enter apprentice programs.

(19) The unions should explore the use of expanded, focused challenge testing to accelerate the pace with which minorities and women become union journeymen.

(20) The unions should create mentorship programs to help minorities and women succeed as apprentices and journeymen.

(21) Each union should appoint within its ranks, an individual whose primary responsibility is to ensure the success of the union's efforts to improve membership and employment for minorities and women.

(22) Each union should provide a forum for minorities and women to raise issues with union leadership.

(23) Contractors should encourage and support union efforts to use the apprenticeship programs, "Helmets to Hardhats" programs, Challenge Testing, and other initiatives to address the under representation of minorities and women.

(24) Contractors should add minorities and women to their "steady" workforces.

(25) Contractors should make it clear to their managers and foremen that employing a diverse workforce is a worksite objective. Incentives should be offered for achievement of increased inclusion of minorities and women.

(26) Contractors should encourage the Chamber of Commerce and other trade associations to emphasize the importance of inclusion and to play a key role in establishing and communicating goals for inclusion of minorities and women in private-sector projects.

(27) Contractors should ensure supportive work environments for minorities and women by accommodating special needs.

(28) Contractors and unions should work together to ensure that current work is allocated to minority and women apprentices and journeymen in proportion to their current shares of union membership; as those shares of membership increase over time, contractors and unions should ensure that the corresponding shares of available work increase at the same rate.

(29) Owners should insist on a diverse workforce and require accountability from contractors and unions

(30) Owners should require that the workforces on their projects are representative of the community.

(31) Owners should insist that the trades unions provide availability and utilization data.

(32) Owners should insist that contractors provide demographic information about their staff workers, especially their “steady workforce” and documentation of their efforts to increase inclusion of minorities and women workers in all of their projects.

(33) Project owners should recognize that minority or women workers might be more readily available in one trade than another at a given time and focus recruitment expectations on those trades.

(34) Contracts between owners and contractors should include goals for minority and women participation and provide for contractual enforcement.

(35) A Council of Training Programs, reporting to the Office of Economic Opportunity, should be established to set goals and track progress of increasing the pipeline of minorities and women to apprenticeship programs.

(36) A directory of existing training programs should be developed and marketed appropriately including publication on the City of Philadelphia’s website and use of public access television and radio programming.

(37) Educators should ensure an adequate number of high quality training programs for youth and young adults, developed in partnership with the unions.

(38) Reintegrate vocational-tech options into the middle school and high school system, rather than as stand-alone schools, as a collaboration of the City, School District and City workforce development institutions.

(39) Educators should help recruit good candidates for building trade membership. Appropriate candidates should be strongly encouraged to consider entering building trades apprentice programs after graduating from high school.

(40) Educators should set goals for minority and women participation in and graduation from School District training programs, subject to quarterly review by the Council on Training Programs.

(41) The Philadelphia Chamber of Commerce and other business organizations should communicate their support of initiatives to increase the inclusion of minorities and women in the building trades.

(42) Neighborhood and community organizations can be eyes and ears for the City. They should observe construction employment in their areas and report concerns as they arise.

(43) Neighborhood and community organizations should also be disseminators of career information and advocates for inclusion.

(44) Parents and other family members should help children and young adults develop the values and attitudes, and behaviors that will allow them to be successful in their work.

Discussion of these recommendations can be found in the full report.