Strategies to Recruit and Retain Women in Construction



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Presented by:

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- Vicki O'Leary, General Organizer, International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers, and Chair of NABTU's Tradeswomen's Committee
- Aurora Bihler, Coordinator, Building Union Diversity (BUD) STL, Missouri Works Initiative
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Today's webinar is being recorded and will be posted along with slides at cpwr.com/webinars. For technical difficulties, send a WebEx chat to Jessica Bunting or email jbunting@cpwr.com. If you cannot hear through your computer speakers, call in using your phone instead at 415-655-0003, Access Code 2556 390 9624 #

Pre-Apprenticeship Programs



Diversity in the Building Trades: Supply and Demand

STRATEGIES TO RECRUIT AND RETAIN WOMEN

Our Mission

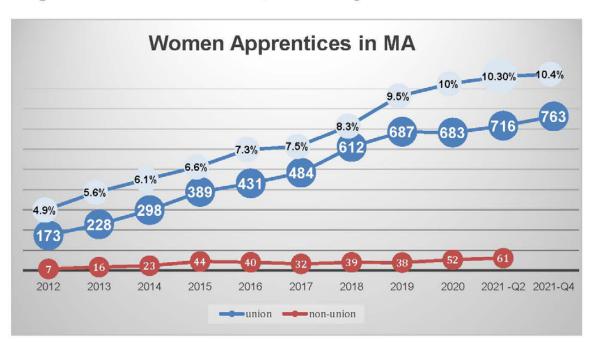
- *Recruit, retain and advance* diverse workers in the union building trades, including women, people of color, and other under-served groups.
- Integrated supply and demand strategy:
 - Supply: Creating a Pipeline of diverse workers
 - Demand: Promoting policies and practices that create employment and advancement opportunities for diverse workers

5 Pillars of Work

- Pre-Apprenticeship Training
- Outreach to Diverse Communities
- Respectful Workplaces
- Childcare for Nonstandard Hours
- Advocacy

Current demographics of women and people of color in Registered Apprenticeship Programs in Massachusetts- Q4 2021 Report





Active union apprentices	Women	Women's participation	People of color	People of color participation
7333	763	10.4%	2175	30%

^{*}Data provided by the Division on Apprenticeship Standards, 04/22 http://www.mass.gov/lwd/labor-standards/das

^{**}In previous apprenticeship data releases, PGTI has also included data on race and gender in non-union construction apprenticeship programs. Due to a recent change in the Division of Apprenticeship Standards system for the collection of apprentice data, we are unable to provide non-union construction program data at this time. The Division of Apprenticeship Standards is working to enable the new data system to report this information in the near future.

Pre-Apprenticeship Training

- Pipeline for low to moderate income women, people of color, and urban youth to enter family-sustaining careers in the trades and address continued disparities
- Prepare participants to enter into a registered apprenticeship program

475 participants; 90% women and/or BIPOC; 86% placement

7 Key Elements

- Outreach & recruitment
- Applicant intake & assessment
- Case management/Support Services
- Employability and Occupational Skills training
- Employment/apprenticeship placement
- Retention
- Partnerships with industry stakeholders, CBOs and other allies



Outreach: Northeast Center for Tradeswomen's Equity

Education campaign to expose women to careers in the building trades

- Heighten the visibility of tradeswomen

Connect women career seekers to tradeswomen

- GPS not Uber



Make Tradeswomen Visible







TRADESWOMEN WEDNESDAY

for women interested in construction careers

WEDNESDAY MARCH 15th 5PM



Join us in person or via Zoom to learn about opportunities for women in the union building trades on Wednesday 3/15/2023 at 5PM at Laborers Local 596 located at 345 Northampton St. Holyoke, MA. (Scan the QR code to register)

MUST Register Here: https://tinyurl.com/xs2pdcv

CONTACT US







TRADESWOMEN TUESDAYS

for women interested in construction careers

Upcoming Dates

Jan 3 May 2 Feb 7 June 6

March 7 Aug 1 April 4 Sep 5



Join us to learn about opportunities for women in the union building trades the FIRST Tuesday of each month at 5PM. (Scan the QR code for more information

MUST Register online at BuildALifeMA.org/news-and-events/

CONTACT US





amyncte@buildingpathwaysma.org 857 800 8881 BuildALifeMA.org

Build A Life That Works Results



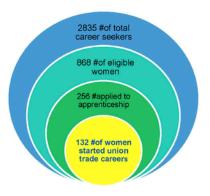
Build A Life That Works Tradeswomen Pipeline Campaign Report

Total Career seekers: 2835

Eligible women (tier 1): 868

Applied to 1 or more apprenticeship programs: 256

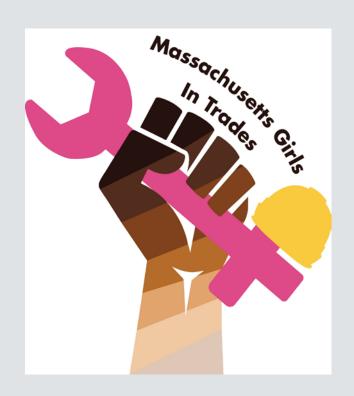
Accepted to apprenticeship and started work: 132



Percent women of color in database: 73%
Percent women of color attending TWT events:79%
Percent of women of color who applied to apprenticeship: 73%
Percent of women of color who have started work: 74%

Outreach: High Schools

- High School Road Show
- MA Girls in Trades
 - Collaboration of Career Tech Ed High Schools, Unions, Contractors
 - Encourage young women in Vocational High Schools to pursue careers in the union building trades
 - Conference & Career Fair
 - Equity in the Trades Student Leadership Councils
 - Engagement with guidance counselors and educators





Best Practices to Create *Demand* for Diverse Workers - Policy Group on Tradeswomen's Issues

- An ongoing regional collaboration of construction industry stakeholders crushing the barriers to good jobs for women in the construction trades.
- Meeting for the past 13 years.

Revised and released October 2018

Finishing the Job

Best Practices for a Diverse Workforce in the Construction Industry

A HOW-TO MANUAL FOR CONSTRUCTION OWNERS, DEVELOPERS, MANAGERS, CONTRACTORS, SUBCONTRACTORS, BUILDING TRADE UNIONS, TRAINING AND APPRENTICESHIP PROGRAMS AND COMMUNITY-BASED ORGANIZATIONS

Best Practices to Create <u>Demand</u> for Diverse Workers

- Set workforce participation goals set high targets
- Count and report implement internal compliance infrastructure to monitor and adjust course
- Access and Opportunity Committees multi-stakeholder group led by GC/CM
 - REVIEW: diversity compliance across the project and for every subcontractor, focusing on high impact, poor performers.
 - CORRECTIVE ACTION: plans and other best practices to ensure the project meets or exceeds goals for a diverse workforce, including frequent meetings with non-compliant subcontractors.
 - LEARNING COMMUNITY: members develop strong working relationships, recognize that they are in a unique learning environment and grow to share a commitment to making real change in an important industry
- Diverse core crews
- Crush barriers to success
 - Respectful Workplace
 - Child Care

Retention of Diverse Workers

- 2021 Institute for Women's Policy Research "A Future Worth Building What Tradeswomen Say about the Change They Need in the Construction Industry."
- Survey of over 2600 tradeswomen and non-binary tradespeople reflecting on their experience in the industry.
- Over 44% of IWPR respondents reported that they left or seriously considered leaving the trades. Although there are a number of reasons, lack of respect or discrimination was the most cited reason.
- Recent incident on Turner Volpe site is a testament to the need to address racial and gender harassment head on





Knowledge, Tools And Skills For Creating a Respectful Workplace

Respect, Inclusion, Safety and Equity

Construction-hours child care now available!



- Pilot program in Boston area working with licensed family child care providers to offer child care starting at 5 or 5:30am
- Child care providers all accept childcare vouchers, their weekly rates vary
- Scholarships for families without vouchers of \$100/week for 6 months paid to provider for tuition discount

Contact

■ Mary Vogel, mary@buildingpathwaysma.org; 413-237-5507

TRADESFUTURES

Child Care Pilot - New York City, NY

- ✓ Partnership between TradesFutures, NYCBCTC and NEW (Non-Traditional Employment for Women)
- ✓ Child Care Pilot focusing on Vouchers for NEW graduates (apprentice or journeyworker), an emergency fund of \$10,000, and NEW has hired a Project Manager of Child Welfare, who will be the point person to coordinate with participating families
- ✓ Have kicked off enrollment have received 30 applications
 - ✓ Will assist 10 families with up to \$1000 a month in vouchers
 - ✓ Project Manager working with families to find best avenues for care whether that be pilot enrollment or enrollment in city or state services
 - ✓ Voucher payments are made direct to providers





ASSISTANCE

LOOKING FOR ELIGIBLE PARTICIPANTS

Our Agency has funding to provide temporary financial assistance to close the gender wage gap.

ARE YOU A PARENT/GUARDIAN?

Do you have children between 0-12 years old? If you have special needs children , they can be 12+.

DO YOU NEED CHILDCARE?

Our Pilot can provide financial assistance to parents for up to one year.

DO YOU CURRENTLY HAVE CHILDCARE?

If you struggle with paying for Childcare we can assist you with a monthly stipend.

REQUIREMENTS

WILLINGNESS TO PARTICIPATE IN SURVEYS

We need to track our chosen participants' progress to continue and expand our Pilot.

DID YOU COMPLETE THE PRE-Apprenticeship?

If you are a recent NEW Graduate or an Alumna we can assist you.

ARE YOU EMPLOYED UNDER A UNION?

If you work at least PT , or you are the head of household, work early am or late pm shifts, you pre-qualify for our Pilot.

ARE YOU THE PRIMARY CUSTODIAN/LEGAL GUARDIAN?

Whether you have temporary or permanent custody we can assist you with your childcare needs.



Nontraditional Employment for Women

Hard Hats. Strong Women. Building the Future.



TRADESFUTURES

Child Care Pilot - Milwaukee, WI

- ✓ Partnership between TradesFutures, EmpowHer and MKE BCTC
- ✓ Original proposal to reserve space at a near site child-care facility
- ✓ Pilot project has pivoted to focus on Vouchers were unable to recruit anyone from the near site project to participate
 - ✓ Vouchers payments will be made directly to providers; will pay half of child care costs for up to a year
 - ✓ Active outreach plan in place with contractors working under PLAs in the Milwaukee Area Couture Project, Potawatomi Casino Expansion, and other projects under NMA

Affordable Child Care is Within Reach





Are you a tradesperson working on the Couture or Potawatomi Project?



Would affordable child care help to balance your work and family life?



Do you have children between the ages of 0-4 years old?

If you're a registered apprentice or a returning journeyperson with a new baby or a young child in any trade, the Building Blocks Child Care Program may be able to offer you assistance in fining and pa ying for quality child care services in order for you to work.

To apply for this program, you will need to provide information about your income, housing, utility expenses, and family size.



This program could save you hundreds of dollars in child care related expenses. Space is limited, so please contact us today if you are interested in receiving more information. Scan the QR code to learn more.

This program is made possible through a partnership of the following organizations:





TRADESFUTURES



Diversity, Equity, and Inclusion

What Makes a Workplace Diverse, Equitable, and Inclusive?

- Diversity in the workplace means intentionally employing a workforce comprised of individuals with a range of characteristics, such as gender, religion, race, age, ethnicity, sexual orientation, education, and other attributes.
- In an equitable workplace, fair opportunities are provided for all employees based on their individual needs. This does not mean that everyone has the same opportunities, but that everyone has what they need as an individual to succeed.
- An inclusive workplace is one where people with all kinds of differences (visible and invisible) feel welcome and valued for their contributions.

Construction Industry Barriers

- Lack of outreach & training
- Stereotypes and segregated vocational training
- Limited training and disparate impact of selection criteria
- Discriminatory hiring practices
- Differentiated OTJ training, job & OT assignments
- Micro-inequities over time

Increasing Diversity

- Women account for less than 4% of the construction industry (11% only if you consider white-collar & administrative jobs)
- Hispanic and Latinx workers represent under 33%
- Black and African American workers represent just 6%
- Asian workers represent 4.5%

Keep (all) Workers

- People who leave the construction industry indicated it wasn't because the work was too difficult or dangerous – they pointed to hostile work environments, harassment and lack of advancement opportunities
- On average the cost to train ONE Ironworker apprentice is close to \$60,000 for a four-year program. The investment in time and money is significant.

Women @ Work 2022: A Global Outlook

"5,000 women in the workplace across 10 countries make clear that the pandemic continues to take a heavy toll on women"

ALL INDUSTRIES



say their stress levels are higher than they were a year ago



feel burned out



have taken time off work due to mental health challenges



of non-inclusive behaviors are reported



of women believe their employer will not take action if they report noninclusive behaviors



of women believe reporting noninclusive behaviors will impact their careers

https://www.deloitte.com/global/en/issues/work/women-at-work-global-outlook.html

Women @ Work 2022: A Global Outlook

Key findings:

- Exclusion, lack of exposure to corporate leaders, unclear expectations
- Harassment and microaggression still exist
- Inclusive, supportive organizations gain a competitive advantage Women who work for these companies report far higher levels of engagement, trust, and career satisfaction, as well as more positive experiences with hybrid working and lower levels of burnout. They also plan to stay with their employers longer.

Increasing Diversity by Building the Female Workforce

- Actively recruit women
- Have mentors and champions for women
- Create work circles where people feel safe
- Establish workplace policies that are welcoming to women
- Improve benefits and maternity leave

Inclusive PPE: What Can Be Done?

- Manufacturers & Suppliers: Close the gender gap on the distributor's shelves
 - Carry brands that men and women can access
 - Stock inclusive sizing
- Contractors: Provide ALL employees with appropriate PPE that fits.
 - Conduct fit testing
 - Purchase from companies focused on extended sizing and/or women's workwear
- Regulators: Require employers to provide PPE that fits
- All: Involve women in decision-making

Being safe in your PPE equals

- Fit
- Function
- Comfort
- Durability

https://www.cpwr.com/ppe-for-women



June 2020

PROPER FIT FOR WOMEN IN CONSTRUCTION

of the construction workforce

POORLY FITTED

fall protection harnesses

are ineffective
and can cause

fall injuries

PERSONAL PROTECTIVE EQUIPMENT (PPE)

is available in sizes and designs that fit women



SHOULD provide all workers with PROPERLY

FITTING PPE





Construction PPE for women: http://bit.ly/2Q1A7ko Manufacturers of PPE for women: http://bit.ly/2TVtHV2



PLAN PROVIDE TRAIN

Three simple steps to preventing falls.

Join the Campaign to Stop Construction Falls!











www.stopconstructionfalls.com PLAN. PROVIDE. TRAIN.

Disclaimer: Mention of any company or product does not constitute endorsement by the National Institute for Occupational Safe and Health, Centers for Disease Control and Prevention

#StandDown4Safety

Equitable Sanitation & Security

- Health & Convenience
 - UTIs
 - Menstruation
 - Having to change clothes/undress
- Safety: Aggressors often seek out vulnerable persons on an unsecured worksite



Employers should provide acceptable restroom facilities (without reducing the number of facilities for men)

Paid Maternity Leave Policies

- Help with retention
- Allow women to build a career and have a family
- Level the playing field
- Create more diversity in the long-term

Unions & Employers should consider both post- and pre-delivery. Physical work may pose risks to the pregnancy for some women.

Changing the Culture

- Create a positive safety climate/culture
- Train all employees on harassment, bullying, diversity, etc.
- Create peer mentorship programs or identify opportunities for informal mentorship



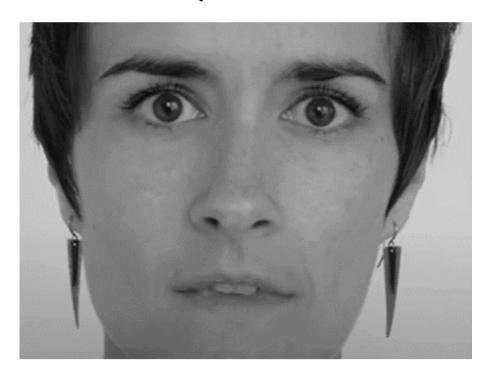
Recognize Inappropriate Behaviors & Know When to Intervene - Training

RED Flags:

- Unsolicited or unwelcome physical contact
- Rude, lewd or offensive jokes or language (The BIG 5)
- Negative or aggressive behaviors
- Belittling or threatening
- Feeling uncomfortable

Non-Verbal Cues

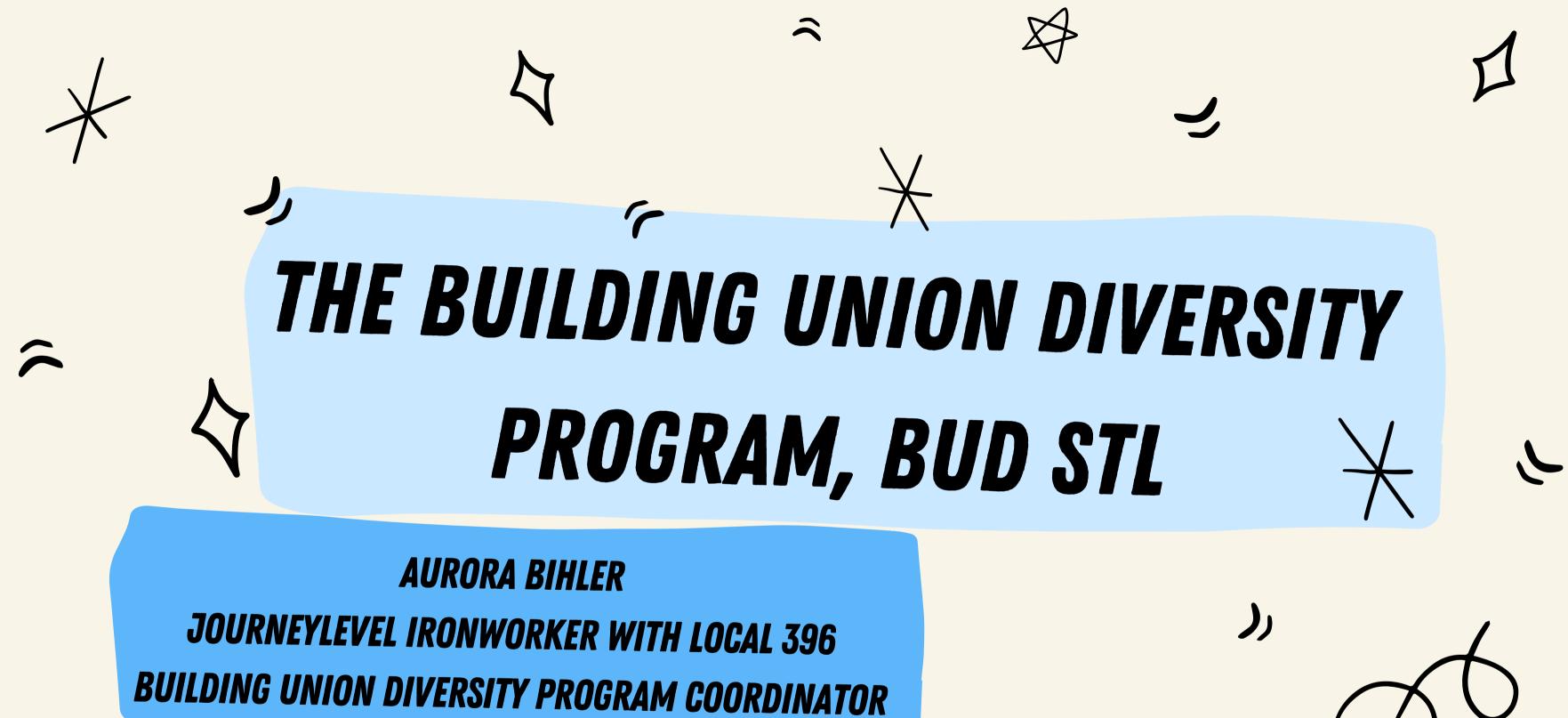
QUIET FEAR

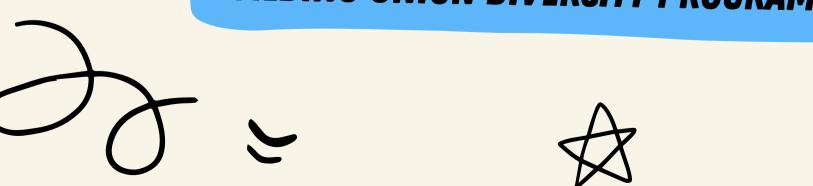


VS. QUIET STRENGTH



Mentorship Programs









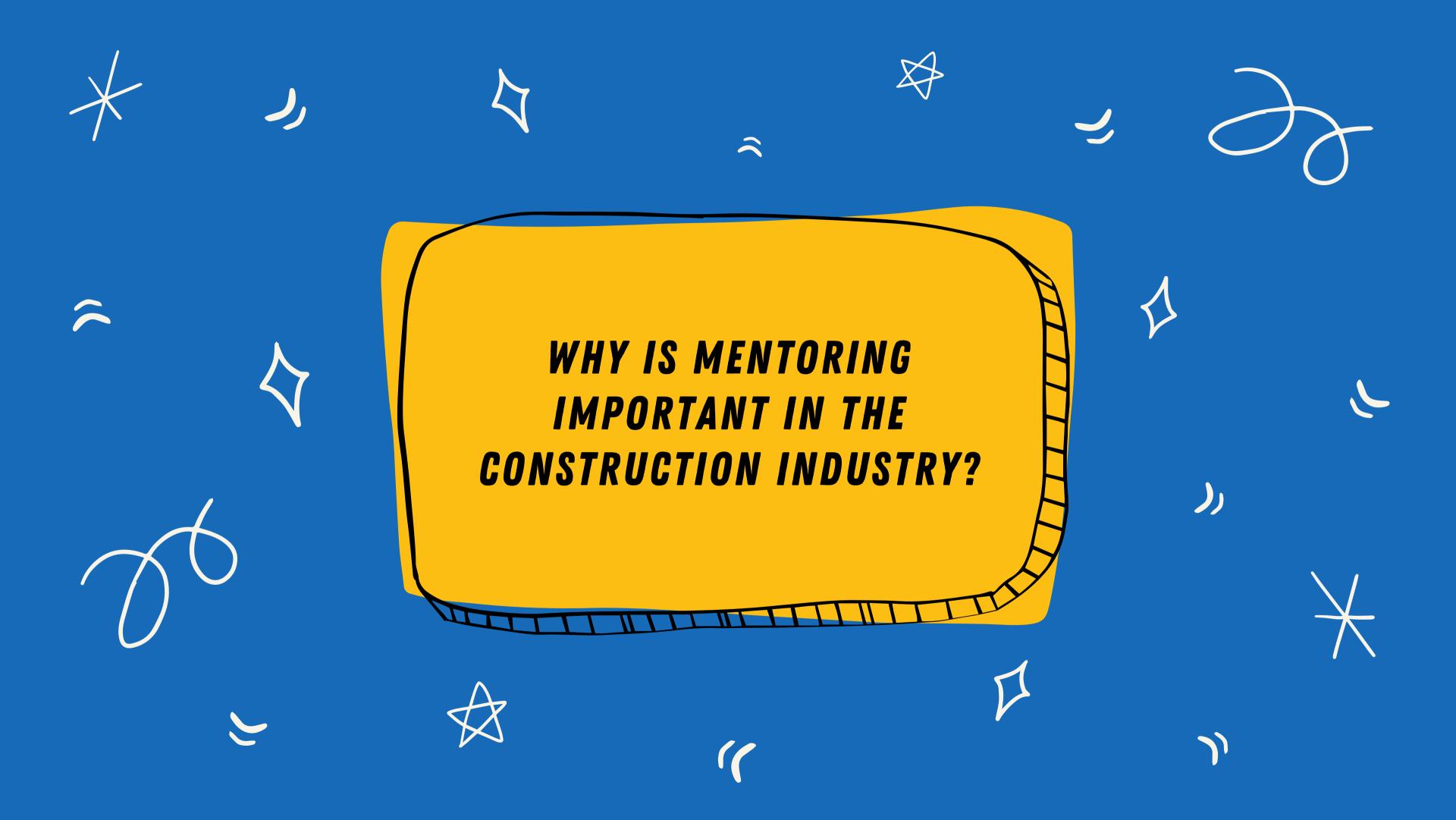
WHAT IS THE BUD PROGRAM?

The Building Union Diversity (BUD) program is a free six-week building trades pre-apprenticeship program housed under the Missouri AFL-CIO's non-profit, The Missouri Works Initiative.

BUD offers enrollees a comprehensive introduction to the building trades. We provide relevant national skills certification training focusing on NABTU's M3C curriculum, mentoring, construction industry networking, and providing wrap-around services to help eliminate barriers to help traditionally underrepresented people enter the construction industry.

During the program, we complete the MC3 curriculum while visiting local union apprenticeship training centers to give participants hands-on experience, in addition to construction or labor industry-related speakers and job site visits.

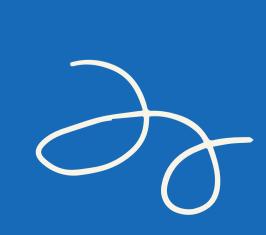




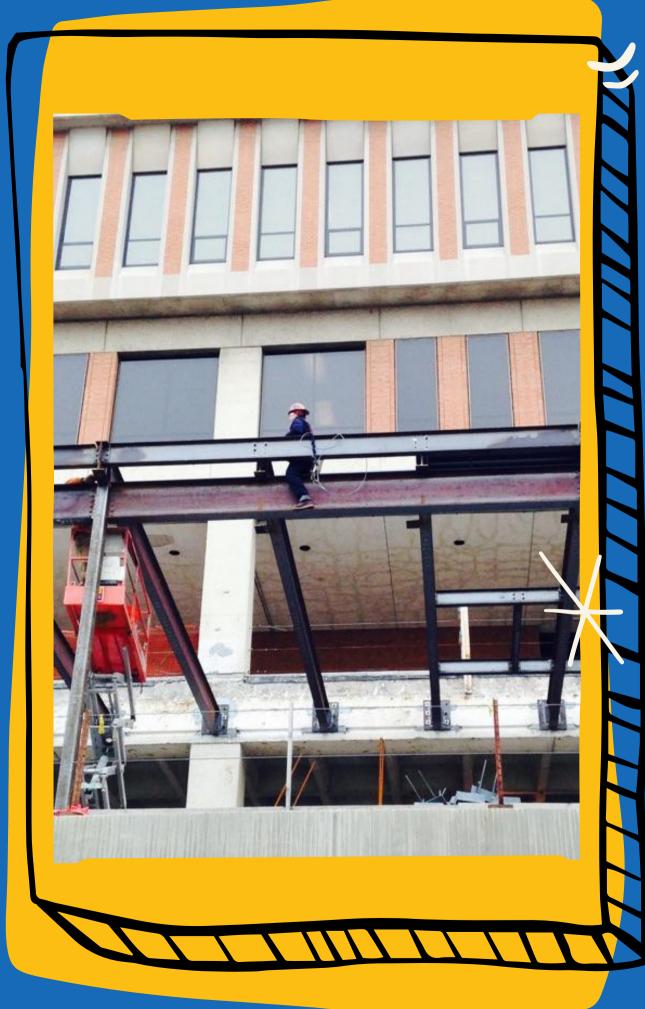
YOU FEEL ISOLOATED

In 2014, I started my apprenticeship with Ironworkers Local 396. I am not from St. Louis and did not have a family member in the building trades, so the typical support systems for entering the union building trades were not immediately presented. I struggled my first year till I found resources and mentors in various places.





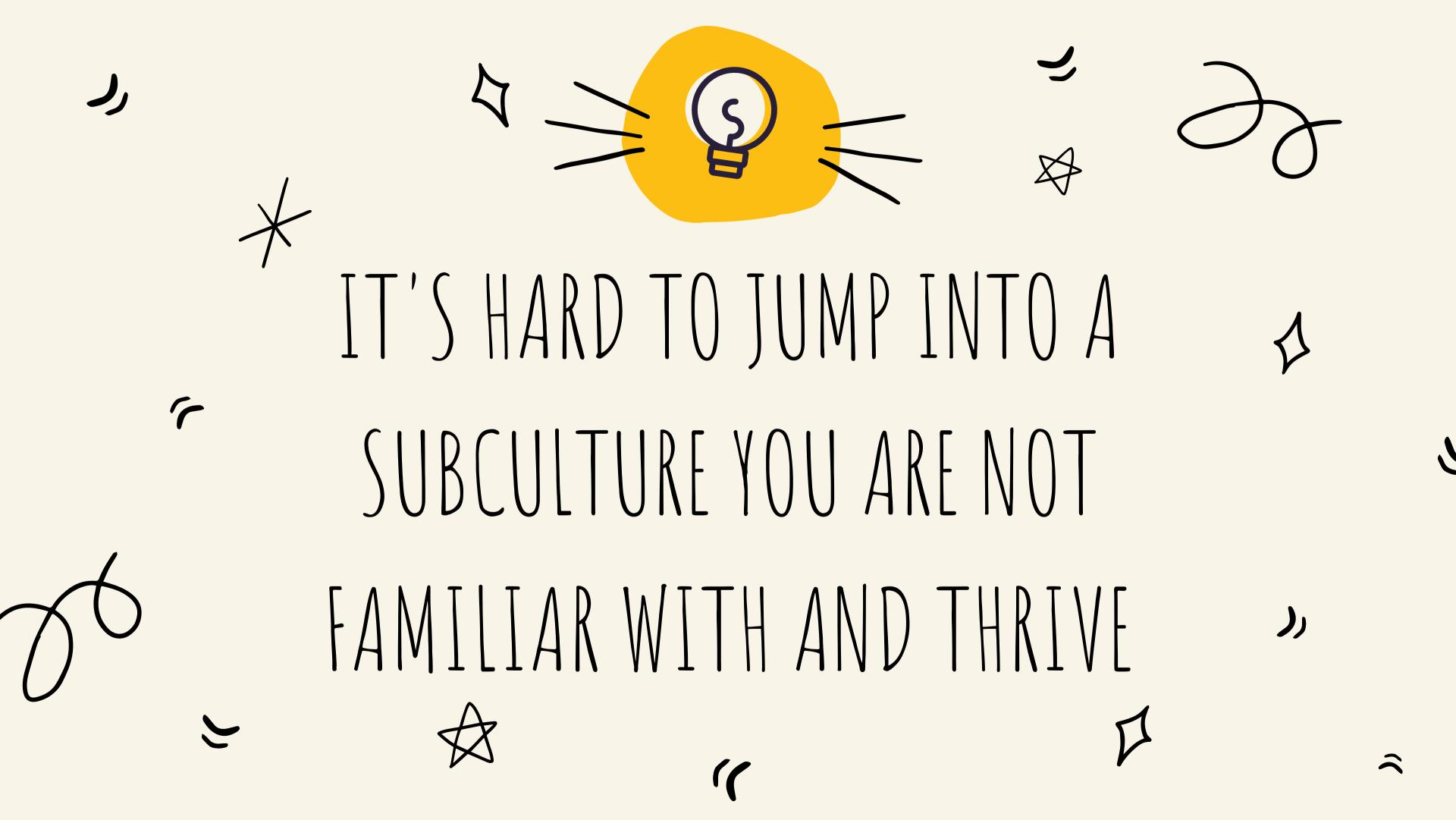




THE CONSTRUCTION INDUSTRY SHOULD BE APPROACHED AS A SUBCULTURE

Subcultures and Symbolism

The study of subcultures often consists of the study of symbolism attached to clothing, music, and other visible affectations by members of subcultures. Additionally, sociologists study the ways in which these symbols are interpreted by members of the dominant culture. Some subcultures achieve such a status that they acquire a name. Members of a subculture often signal their membership through a distinctive and symbolic use of style, which includes fashions, mannerisms, and argot.



EXAMPLES OF MENTORSHIP WITH BUD

Example 1:

Structured inperson mentor
pairing through
the BUD program
or organizations
like Missouri
Women in Trades,
and Coalition of
Black Trades
Unionist

Example 2:

Individually reach
out to a
tradesperson in
the trade of a
BUD student
interest or with
similar life
experiences
willing to answer
the BUD student's
questions via
text/call.

Example 3:

Encouraging
students to search
for advice and
mentorship through
online resources
like Lean In for
Tradeswomen,
Trades Women
Facebook Groups,
or Reddit's
/r/bluecollarwomen

STRUCTURED IN PERSON

With the help of our United Way Labor Liaisons, BUD students help organize a formal BUD Mentor Night where BUD students meet and greet with established tradespeople and are later paired. Everyone must sign an agreement to stay in touch for some time and have a certain amount of interactions to check in with each other.



IN PERSON ORGANIZATIONS

We have various organizations come to speak to the BUD class and encourage our BUD students to join various labor-related organizations that mentor and help with networking opportunities.

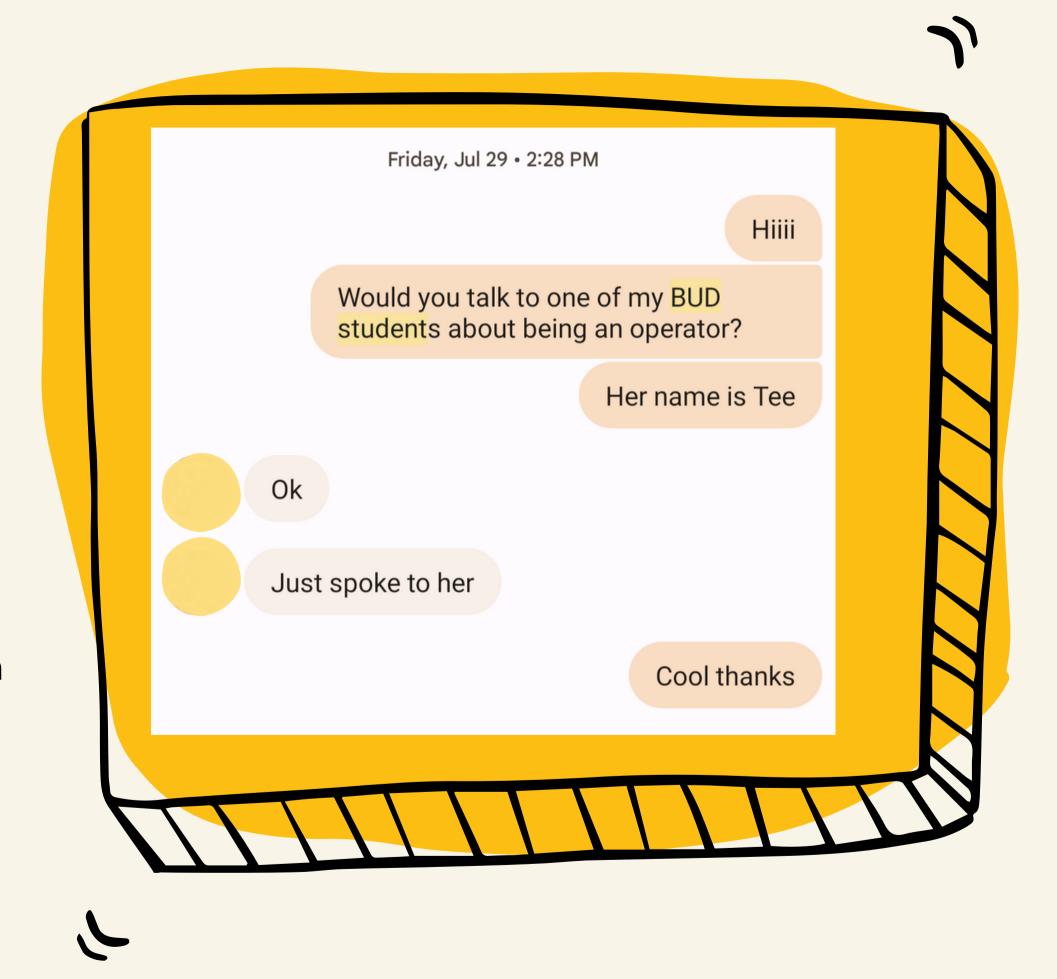
Organizations like:

- Missouri Women in Trades
- Coalition of Black Trades Unionist
- A. Philip Randolph Institute St. Louis
- Pride at Work



ONE ON ONE CONTACT WITH TRADESPEOPLE

Since I have been in the industry for nine years and have developed a wide net of contacts in the construction industry, I will reach out to individuals to speak one on with BUD students that have particular questions about the construction industry or specific trade questions.



ONLINE RESOURCES TO NETWORK AND CONNECT

Some people prefer to connect online, and there are a few places we have encouraged our BUD students to join or explore where they can connect with other tradespeople to find people they can ask questions.

Recommended Online Communities:

- Lean In Circles for Union Tradeswomen
- Trade-Specific Facebook Groups
- Subreddits like /r/BlueCollarWomen

Lean In Circles for Union Tradeswomen

Connecting and empowering women in the trades through Lean In Circles

Join Lean In's virtual mentorship program & break new ground in the trades!

JOIN A CIRCLE

EVENTS & CONFERENCES

Organizing events or attending conferences for BUD students to connect and help each other through their apprenticeships. Tactile people doing tactile things help

Recommended Activities:

- Walking in the Annie Malone Parade
- Meet up at an arcade to play pinball
- Trades Women Build Nations Conference







THINK GARDEN, NOT PIPELINE

















QUESTIONS?

Please email aurora.bihler@moaflcio.org for any questions or resources.







Mentoring SMART Women:

A coordinated approach to supporting safety, health, and wellbeing

Lily Monsey, Research Coordinator

Dr. Marissa Baker, University of Washington

Department of Environmental and Occupational Health Sciences





Study Background

- > Tradeswomen are at higher risk for a variety of psychosocial and physical risk factors on the job than their male counterparts
- > Pilot research with Washington Women in the Trades identified mentorship as an intervention strategy to offer empowerment and skills to apprentice tradeswomen through targeted support from experienced journeywomen
- > Partnership with SMART International, funded by CPWR
- > Part of NABTU's efforts to improve working conditions for female construction workers
- > Mentorship as an intervention strategy offers empowerment and skills to tradeswomen through targeted support from experienced journeywomen

RESEARCH AND TRAINING

Module 1:

Building

Module 2:

Mentor Toolbox

Module 3

Mentee

Module 4:

Moving Forward

Asynchronous Sections (4)

Section 1:

Diving into Mentorship

Why this kind of mentorship, why now?

How does being a mentor help me?

Using the mentor notebook

Section 2: Relationship Building

What does the daily practice of mentorship look like?

What mentor styles can I model?

How do I build a foundation of trust?

How do I assess what level of support my mentee needs?

Section 3:

Goal Practices

Connecting Goals to your mentee's sense of purpose, individual interests and strengths

Developing small, sustainable goal practices

How to adjust for the unforeseen

Section 4: Active Listening

What is active listening, and why is it key in mentorship?

A model for active listening: 3 step communication

Section 5: Problem Solving

ADAPT problem solving process

Section 6:

Self Confidence and Self Advocacy

Section 7: Navigating Challenges

What are realistic challenges?

When you can't get in touch

Burnout, Self-care

Boundaries

Section 8:

Pulling it all together

Using combinations of mentoring skills

Ending the relationship

Synchronous Section 1: Mentor Kickoff

Introduction to the program

Synchronous Section 2

Active listening, goal setting practice

Group discussion

Synchronous Section 3

Problem solving, selfadvocacy practice

Group discussion

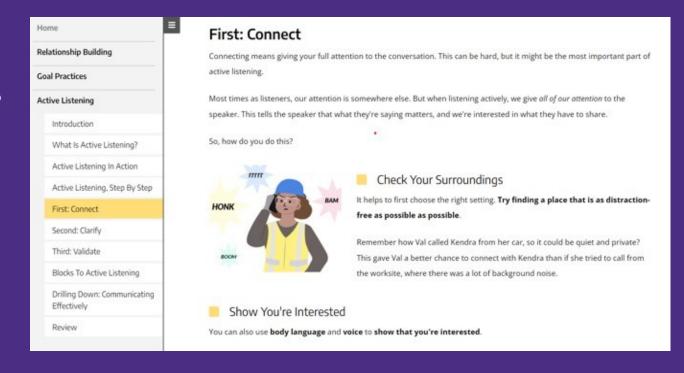
Synchronous Section 4

Conclusion, support and structure moving forward

Asynchronous Mentor Training

Video, text, and audio elements 15-25 minute sections







15 locals with > 5 women 7 locals (intervention) 8 locals (control) Recruit women apprentice Recruit women apprentices mentees Baseline survey Baseline survey Recruit mentors Train, match with mentees Recruit mentors Train, match with mentees Yearlong mentorship program **Process evaluation** Follow up survey Retention rates

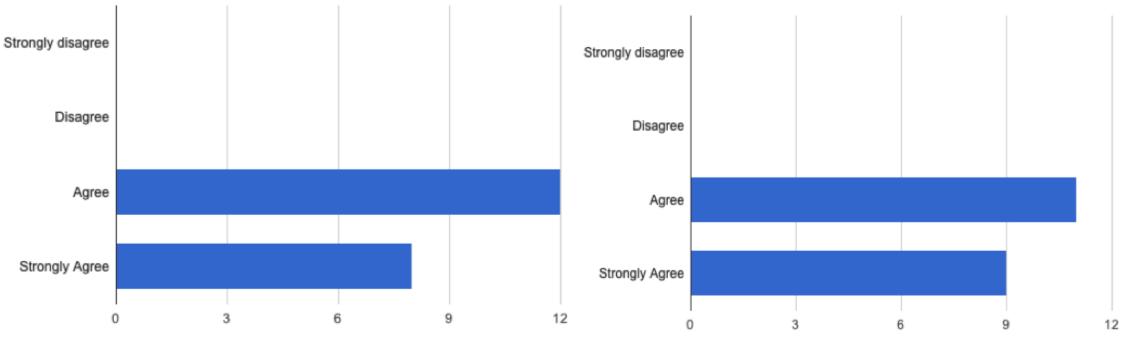




Mentorship Training Evaluation

After receiving this training, my overall confidence as a mentor has increased. (n = 20)

This training series was effective in advancing my understanding of mentoring relationships. (n = 20)





Mentorship Training Evaluation

How did the training change your confidence in the following skills? (n=20)

	not at all	a little	some what	very much
Understanding the need for mentoring skills for women in the trades.		15%	40%	45%
understanding the role of trust, boundaries, and confidentiality in a mentor/mentee relationship.	10%	5%	35%	50%
Understanding the importance of goal setting for supporting mentee growth.	10%		25%	65%
Understanding how to use active listening skills to support my mentee.	5%	10%	40%	45%
Understanding the process of problem solving (ADAPT) and feeling like I can use it to help my mentee.		5%	50%	45%
Understanding strategies that I can use to navigate challenges in mentorship.	5%	10%	30%	55%
Understanding how to use a combination of mentoring skills.		5%	30%	65%

Mentor Feedback: training

"[It would be helpful to learn more about] how to overcome the 'I don't need a mentor right now' issue."

"I really enjoyed the real life example between Lisa and [mentor], it gave me a lot of insight into how a real-life situation could evolve and how to use the tools Ihave available..."

"This was my favorite session. Lisa's heartfelt story made me want to share more."



Quarterly Check-ins: (2nd quarter)

> Overall themes:

- there's no one way to be a mentor, and each mentee often needs a different kind of support
- Mentors are most frequently initiating mentee interactions
- Text check-ins and in-person meet ups (for local pairs) are the most common methods of checking in with mentees
- Reaching mentees continues to be a frequently reported challenge



Next Steps

- > Round 2 of mentorship underway
- > Qualitative interviews with mentors, mentees, project coordinators
- Creating skill specific videos to add to asynchronous training
- > Analyzing:
 - > 5-year retention data
 - > Round 1 mentorship data
 - > Round 1 training evaluation



Photo courtesy of SMART International



Applications for Broader Tradeswomen Audiences

> Integrating in-person touchstones for mentorship (Skill-up trainings, women's committee meetings, etc.)

> Having a resource for mentors (and mentees) that is not at the local level who can help participants facing any challenges



Support and Acknowledgement

- > CPWR
- > SMART International
- > External Advisory Board
- > Study team members: Dr. Noah Seixas, Dr. Hendrika Meischke, Pranav Srikanth
- > Trainer: M Miller
- > SMART extraordinaire: Lisa Davis



Questions and Discussion

1. Have you ever been a mentor or mentee? If so, what was your experience like?

2. What is needed for mentorship programs in the trades to become more widespread?

3. Other questions about the program?



Thank you!

lilym m 04@u w.edu



Strategies to Recruit and Retain Women in Construction



QUESTIONS?

Today's webinar is being recorded and will be posted along with slides at cpwr.com/webinars.