




U.S. Department
of Transportation
Federal Highway
Administration

Memorandum

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Subject: **ACTION:** OJT/Supportive Services
Program FY 2012
(Reply by: April 16th, 2012)

Date: March 26, 2012

From: Warren S. Whitlock 
Associate Administrator for Civil Rights

In Reply Refer To:
HCR-10

To: Division Administrators

On-the-Job Supportive Services (OJT/SS) funds are allocated to states to assist in developing and implementing an approved, cost effective and meaningful OJT/SS program. By this memo, I am soliciting FY2012 OJT/SS Statements of Work (SOWS) from State Transportation Agencies (STAs) to recruit, train and employ disadvantaged individuals, minorities and women in the Federal-aid highway construction industry and in transportation-related careers. Submittals of FY 2012 OJT/SS SOWs are due to the FHWA Division Offices no later than Monday, April 16, 2012.

I am requesting that each FHWA Division office work with its STA to ensure the submission of timely and acceptable OJT/SS SOWs. This solicitation requires STAs to submit SOWs that are aimed at effectively increasing the representation of disadvantaged individuals, minorities and women in heavy highway construction career employment opportunities. The OJT/SS program should be linked as an enhancement to the STA's overall, existing OJT program. The OJT/SS program should not be a separate program and shall be an open shop model (i.e. addressing union and non-union perspectives). Examples of acceptable OJT/SS programmatic endeavors include the following:

- job readiness assessments
- registered highway construction training
- registered apprentice training
- Department of Labor approved pre-apprenticeship training
- Department of Education approved construction training
- construction safety training
- commercial drivers license training
- job placement, job recruitment and job counseling

For FY 2012, the Office of Civil Rights (HCR) has been approved to advance a formula-based fund allocation process. Each STA will receive a pro rata share of total FY 2012 OJT/SS funding. This pro rata share of OJT/SS funds will be based on the percent of Federal-aid dollars allocated to the STA by FHWA's Office of the Chief Financial Officer. An example of this new allocation process is as follows: State ABC's FY 2011 highway obligation was 1.7% of

available Federal-aid funds. State ABC's percentage share of OJT/SS funds will be 1.7% of the available OJT/SS funds.

It is anticipated that funds will be available to keep STAs at, or near, historic funding levels. It is anticipated unallocated funds will be re-allocated to STAs requiring higher funding infusions. More information about OJT/SS program funding will be shared during follow up discussions with the Division offices in the next few weeks.

SOWs should utilize recent employment and demographic data to identify areas of employment opportunity in their respective state's highway construction industry. Reputable data sources include the Department of Labor (Standard Metropolitan Statistical Areas for Minority Workforce Utilization Goals and Female Workforce Utilization Goals), the Department of Education, and other respectable, academic and trade industry data.

STAs are expected and encouraged to create programs that will have broad, statewide impact. STAs are also encouraged to perform extensive outreach to notify individuals, services providers, academic and trade organizations of their intentions to develop job training initiatives for FHWA. This outreach will assist STAs in developing strong and relevant SOWs as well as encourage participation of these external stakeholders when their funding has been approved.

STAs must aim to develop metric-based SOWs. For example, "X Number of People will be trained in X Specialty for a cost of X Dollars." While precise outcomes are difficult to predict, we seek to ensure that STAs are contemplating cost effective and appropriate employment training methodologies. The metric-based approach will help ensure solid measurable outcomes are attained.

STAs that are managing existing multi-year OJT/SS programs that are not metric based or without goals for job readiness creation a near term timeframe, should continue to seek to achieve the goals under consideration of their original SOW through the end of their original base term as proposed in their prior year's SOW. However, modifications to these existing OJT/SS programs that advance near-term job readiness and preparedness, are strongly encouraged.

STATEMENT OF WORK SUBMISSION PROCESS

For FY2012, SOWs are due to FHWA Division Offices by close of business on Monday, April 16, 2012. SOWs shall thoroughly describe an STA's proposed use for OJT/SS funds that will provide career job training and skills development. SOWs shall not exceed 10 pages **and** shall not include any additional attachments or exhibits. STAs submitting multiple SOWs must indicate in their cover letter to the FHWA Division office, its submittal preference in rank order priority. STAs shall expect decisions from FHWA on their SOW submissions by Monday, May 7, 2012.

EVALUATION PROCESS

FHWA Division Offices shall review and evaluate SOWs and provide their recommendations to HCR for concurrence and final approval as soon as possible after they have received their

SOW(s). All SOWs are due to HCR by close of business on Friday, April 27, 2012. HCR will review each Division recommendation and SOW to ensure each STA meets the objectives of the OJT/SS program. HCR will work closely with each Division office that advances an SOW to ensure every proposal meets program requirements and expectations.

TYPES OF SOWS BEING SOUGHT

SOWs shall provide direct approaches to job creation in the near-term for disadvantaged individuals, minorities, and women in the transportation construction trades. SOWs shall address how the STA plans to engage, solicit and oversee (project manage) job development programs that align with their overall STA OJT program, providing career paths for individuals in these protected classes. SOWs should address methods of implementation that include, involvement and collaborations with construction and professional trade associations, educational organizations (trade schools, public schools, community colleges, universities) Department of Labor, Department of Education, minority and women advocacy organizations, the not-for-profit community, women construction trade organizations or veterans groups. SOWs should address collaborative efforts with these organizations to attain these goals.

Principal considerations to undertake in the development of these SOWs are:

- **Careers, Not Short Term Jobs.** A focus on long-term sustainable careers (journey person status) as opposed to short term job placement;
- **Partnerships.** Partnerships and leveraged resources from a wide range of partners and other key stakeholders;
- **Meaningful Industry Engagement.** Meaningful and broad industry engagement of key industry representatives at the state and local level that includes both management and labor where appropriate;
- **Strategies to Increase Opportunities for Under-Represented Populations.** Innovative strategies (community workforce agreements, pre-apprenticeship, other...) to provide pathways and increase opportunities for a range of under-represented populations (including women, veterans, disadvantaged youth, etc.) to enter transportation careers;
- **Focus on Results and Outcomes.** Programs that identify clear and measurable measures of success

MILESTONE DATES AND DELIVERABLES FOR THE 2012 OJT/SS PROGRAM FUNDING

The FY 2012 OJT/SS program funding cycle contains several important milestone dates. They are:

- March 30, 2012 – FHWA Division office to notify HCR electronically of date solicitation memo was forwarded to STA, and date STA posts notification of this funding initiative on its Web site or provides other public notification;
- April 6, 2012 - FHWA Division Offices shall notify HCR of its STA's intention to submit, or not submit, an SOW for FY 2012 OJT/SS Program. (*Knowing States'*

intentions to apply will be a key factor in the determination of possible re-allocation of OJT/SS funds to states having greater funding requirements);

- April 16, 2012 – STAs shall submit SOWs to FHWA Division Offices. Division offices may begin evaluating, recommending for award and advancing to HCR as soon as they receive their STA's SOW(s), even if that date of receipt is prior to this date;
- April 27, 2012 – FHWA Division Offices shall submit electronically SOWs and recommendations for award to HCR by close of business;
- May 7, 2012 – HCR must complete review and concurrence on SOW approvals and inform the Division Offices of these determinations;

Please address any questions about this year's OJT/SS program to HCR via the following email address: CivilRights.FHWA@dot.gov. In the email subject line, please begin with the following: "OJT/SS FY 2012."

We look forward to a working with each of you to have a successful OJT/SS program year.

Thank you.