

Procedures for General On-The-Job Training

note:

THESE GUIDELINES ARE SUGGESTED AS A GENERAL ON-THE-JOB TRAINING PROGRAM FOR A CONTRACTOR'S WORKFORCE, IF THE CONTRACTOR DOES NOT ALREADY HAVE AN APPROVED TRAINING PROGRAM IN PLACE. FOR TRAINING THAT IS BEING DONE IN FULFILLMENT OF THE TRAINING SPECIAL PROVISION CONTRACT REQUIREMENTS, THE GUIDELINES DETAILED IN THE PREVIOUS SECTION OF THE MANUAL, "PROCEDURES FOR TRAINING SPECIAL PROVISIONS REQUIREMENTS," MUST BE FOLLOWED INSTEAD.

1. Trainees: Recruitment, Selection, Compensation, and Responsibilities:

a. Recruitment of Trainees

- i. Non-Discrimination: this training program is not intended, and shall not be used, to discriminate against any applicant for training. The contractor must make training available to and encourage training participation from all employees, regardless of race, ethnicity, religion, gender, disability, or any other discriminatory category.
- ii Each employee will be given opportunity to explore training opportunities during an annual performance evaluation.

b. Selection of Trainees

i. "New Hire Only" Classifications:

- (1) A "New Hire" employee is defined as one who has been with the company for 6 months or less.
- (2) Because of the low skill level required in the following classifications, these classifications, and any others labeled "****New hire Trainee Only, ***" must be filled by a "New Hire" employee:
 - (a) Lute Person / Asphalt Raker
 - (b) Rodperson
 - (c) Weigher-Truck Scales

- ii. **Restricted from OJT Training:** no person shall be enrolled for training under this program in any classification in which he/she has
 - (1) Completed a training course leading to full-fledged industry standards for that classification OR
 - (2) Been employed as (and paid as) an employee capable of full-fledged industry standards.
- iii. **Non-Discrimination:** This training program is not intended, and shall not be used, to discriminate against any applicant for training. The contractor is free to train any of his employees that he desires, provided the selection of trainees is made in keeping with equal opportunity principles.

c. **Enrollment of Trainees**

- i. Close to the time that an employee will begin training, the trainee should complete and sign the “OJT trainee enrollment Form” and turn it into the company’s training coordinator.
 - (1) For the contractor’s general On-the-Job Training Program, only the first page of the “OJT Trainee Enrollment Form” needs to be used.
 - (2) Several parts of the enrollment form are not relevant for a trainee in the contractor’s general On-the-Job Training Program:
 - (a) The second page is irrelevant in this context.
 - (b) The project-specific information is irrelevant since a trainee in the contractor’s general OJT program may train on any project the contractor desires to put him/her on.

The form should NOT be sent to CC RoadWise, because it does NOT need an CC RoadWise signature when the trainee is being enrolled in the contractor’s general OJT Program. (The ONLY time it needs to be sent to CC RoadWise is when the trainee is filling one of the Training Special Provision training slots, in

which case all procedures in the previous section, “Procedures for Meeting Training Special Provision requirements,” must be followed instead of the procedures listed in this section of the notebook.)

- ii. Trainees may not accumulate training hours until after they have completed an OJT Trainee Enrollment Form.
- iii. Additional details on the Enrollment Form are available in the “Forms and Reports” Section.

d. Compensation of Trainees

- i. The company will pay, as a minimum, the wage rate as listed below:
 - (1) 60% of the appropriate minimum rate specified in the contract for an employee who meets full-fledged industry standards for that classification, for the first half of the training period.
 - (2) 75% of the appropriate minimum rate specified in the contract for an employee meeting full-fledged industry standards for that classification, for the third quarter of the training period.
 - (3) 90% of the appropriate minimum rate specified in the contract for an employee meeting full-fledged industry standards for that classification, for the last quarter of the training period.
 - (4) 100% of the appropriate minimum rate specified in the contract for an employee meeting full-fledged industry standards for that classification, once the training is completed.
 - (5) NOTE: If these percentages result in a wage rate less than the fair wage minimum established by the Fair Wage Standards Act the fair wage minimum will apply.
- ii. The contractor will provide the same workweek and overtime benefits for the trainee as is provided for skilled operators and craftsmen. Where overtime hours are used for OJT, they will be credited to the accumulated training hours as the actual hours worked.

- e. **The Trainee's Responsibilities to the Employer:** The trainee must be notified that he/she has the following responsibilities while he/she is enrolled in the training program. It is recommended, though not required, that the trainee sign a copy of the following statement at the time he/she is enrolled as a trainee:

THE TRAINEE'S RESPONSIBILITIES TO THE EMPLOYER: THE TRAINEE IS TO CONSIDER HIM/HERSELF AS AN EMPLOYED WORKER, WHICH MEANS HE/SHE IS TO:

- PERFORM DILIGENTLY AND FAITHFULLY THE WORK OF THE CLASSIFICATION AND OTHER PERTINENT DUTIES ASSIGNED TO THE TRAINEE IN ACCORDANCE WITH THE PROVISIONS OF THE TRAINING SCHEDULE.
- RESPECT AND PROTECT THE PROPERTY AND EQUIPMENT OF THE COMPANY.
- ABIDE BY THE WORKING RULES AND REGULATIONS OF THE COMPANY.
- DEVELOP SAFE WORKING HABITS, INCLUDING CONDUCTING HIM/HERSELF IN SUCH A MANNER THAT WILL ASSURE HIS/HER OWN SAFETY AND THE SAFETY OF ALL CO-WORKERS.
- CONDUCT HIM/HERSELF IN A CREDITABLE, ETHICAL, AND MORAL MANNER, REALIZING THAT MUCH TIME, MONEY, AND EFFORT IS SPENT TO AFFORD HIM/HER AN OPPORTUNITY TO BECOME A SKILLED WORKER.
- NOTIFY HIS/HER IMMEDIATE SUPERVISOR IF ANYTHING SHOULD HAPPEN WHICH WILL ADVERSELY AFFECT HIS/HER EMPLOYMENT OR TRAINING OR AT ANY POINT WHEN A CHANGE IN HIS/HER TRAINING STATUS IS ANTICIPATED.

2. Responsibilities of the Employer: Home Office, Field Project Manager, The Trainer, and the Training Process.

a. **The Home Office - Training Coordinator**

- i. As far as is possible, the training coordinator shall attempt to follow up on drop-outs in an effort to determine the trainee's reason for leaving the program. If corrective action is necessary, the contractor must take these actions so as to prevent future drop-outs and to eliminate any pattern or common factors which may be influential in the training of trainees.
- ii. The firm will provide continuous employment for the trainee, insofar as it is possible, even though it may mean the trainee not be "in

training” for certain periods of time. Only “training hours” worked may be credited to the training period and reported on the report forms.

b. Project Manager’s responsibilities to a Trainee

- i. For the purposes of the training program, “Project manager” is defined as the person with the highest level of authority who supervises the daily work for the contractor on the project site; this person will be found on the project site during most of the day, on most work days.
- ii. Each project manager is responsible for oversight of all training on his/her job.
- iii. The project manager must enroll the applicant in the OJT Program on the OJT Enrollment Form. No trainee should begin training work until he is properly enrolled.
- iv. The project manager should provide the trainee with a copy of the training description for the classification in which he/she is being trained and a copy of the minimum pay rates approved for that classification.
- v. The project manager must advise the trainee of his/her responsibilities to his/her employer.
- vi. The project manager is responsible to maintain personal contact with the trainee throughout the training period, including assisting him/her in solving problems (e.g. transportation, clothing, etc.) that might hinder his/her progress in training and employment.

c. The Trainer’s Responsibilities

- i. The trainer for each trainee should be carefully selected from the available foremen or other employees in that classification who have achieved full-fledged industry standards. The best “on-the-job” trainer may not be the person with the most formal education or the highest supervisory position. It may not even be the person who is the “best” at the selected skill.
- ii. The Trainer should be
 - (1) Competent

- (2) Knowledgeable of training theory and practice
 - (3) Familiar with working with training conditions as they actually exist on the job, AND
 - (4) Knowledgeable of inter-racial relations.
- iii. The Trainer should implement the following principles of training theory and practice during the course of the training:
- (1) Properly motivate the trainee, including the use of positive reinforcement and encouragement to reward good job performance.
 - (2) Keep the trainee informed of his/her progress, verbally and through providing him/her with a copy of the Monthly Training Status Report.
 - (3) Encourage feedback from the trainee by presenting a non-threatening attitude.
 - (4) Keep the trainee actively involved, so that he/she is able to learn by doing.
 - (5) Use spaced repetition, since it is more effective than attempting to learn everything at once.
 - (6) Use realistic goal setting.

d. Guidelines for the Training Process:

- i. The training hours will be distributed according to the breakdown of the training description for that classification. Excel spreadsheets to assist in tracking the appropriate distribution of training hours are available from the OJT Program Coordinator at the Cc RoadWise Office.
- ii. Monthly Training Status Reports (MTSR's) must be filled out monthly for each trainee by the 10th of each month.
- iii. When a trainee terminates from training because of either discharge, voluntarily withdrawing from the program, layoff, or successful completion of the program. See "Termination form" under "Forms and reports for more specifics on completing the Termination Report.

Charleston County RoadWise (CC RoadWise) Responsibilities

a. **Assure compliance with On-the-Job Training Requirements.**

Since providing an active, approved, equitably administered On-the-Job Training program is required in the contract Special Provision, the CC RoadWise OJT Program Coordinator is responsible to ensure the Contractor's compliance with this requirement. Enforcement of this requirement is consistent with enforcement procedures with all other Equal Opportunity compliance procedures.

b. **On-Site Reviews**

- i. The CC RoadWise OJT Program Coordinator or designee may conduct on-site reviews to monitor contractor compliance with program requirements and to evaluate the progress of trainees.
- ii. Reviews will be arranged in advance with the contractor to assure that the trainees are on site during the time of the review.
- iii. Interview of the trainees and their trainers will be conducted during the review.
- iv. Office procedures may also be checked to make sure that training is being done according to guideline requirements.

c. **Reimbursement for the OJT Training**

No reimbursement is made by CC RoadWise for OJT hours that are completed under the contractors general OJT Program. Only training hours done as fulfillment of Training Special Provision requirements re eligible for reimbursement (and only if the procedures in the preceding section "Procedures for Meeting Training Special Provision Requirements")

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