

## **Trainees: Recruitment, Selection, Transfers, compensation, and Responsibilities:**

### **a. Recruitment of Trainees**

- i. When a project manager has openings for trainees, he will recruit and interview prospective persons for these training assignments.
  - (1) When the employer has an interested employee who is capable of being upgraded, he may counsel the employee in the availability of the OJT Program and enroll him in the same if the employee so desires and if there are openings for “upgrade” trainees.
  - (2) Both the project manager and the company’s home office are responsible to develop and maintain close liaison with resources for recruiting trainees, especially those that could refer female or minority persons. These resources shall include, but not be limited to, the following: local employment offices, public schools, local community action programs, other federal training programs, and other local minority group or female organizations.
- ii In the event that a prospective trainee cannot be used on the manager’s project, he will refer the necessary information to the company’s home office for screening and possible use on another project that the company has under contract.

### **b. Selection of Trainees**

- i. **“Female” / “Minority” / “Disadvantaged”:** 60-70% of the trainees on each project should be females, minorities and/or economically disadvantaged individuals (as per the definition of “Disadvantaged” which is attached to the Enrollment Form).
- ii. **“New Hire” / “upgrade”:** Of the trainees on a project, 50% or more of the trainees will be individuals who are considered “New hires” for the company.
  - (1) A “New Hire” trainee is someone who had been employed by the firm for 6 months or less. This would include someone who has been hired specifically for the purpose of being a trainee on this project. The remaining trainees (up to 50%) may be established unskilled employees training to be upgraded.

(2) An “Upgrade” trainee would be someone who has worked for the company for more than 6 months, either in the same capacity that entire time, or in a variety of lower skilled positions.

iii “New Hire Only” classifications:

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” Trainee:

- (a) Lute Person / Asphalt Raker
- (b) Rodperson
- (c) Weigher – Truck Scales
- (d) General Construction Laborer
- (e) Others

iv **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.

v. Discrimination: This Training program is not intended, and shall not be used, to discriminate against any applicant for training, whether he/she is a member of a minority group or not. The contractor is free to train any of his employees that he desires, but in order for the training to count toward the Training Special Provision requirement on a project, within the Transportation Sales Tax Program, the guidelines set forth in this section must be met.

c. **Enrollment of Trainees**

i. Trainees may not accumulate training hours until after their enrollment has been approved by Charleston County RoadWise OJT Coordinator.

ii. The “OJT Trainee Enrollment Form” includes 2 pages, which may be printed front and back or as two separate pages: (see appendix)

(1) The first side requests information about the person seeking to be enrolled in training.

- (2) The second side lists information giving the CC RoadWise “Definition of Disadvantaged.”
  - (3) This definition should be used by all applicants when deciding whether to check “yes” or “no” for the question inquiring whether or not the person is disadvantaged.
- iii. Close to the time that an employee will begin training, submit a signed “OJT Trainee Enrollment Form” directly to the CC RoadWise OJT Program Coordinator. If training is expected to begin in less than 2 weeks, please FAX the enrollment form directly to our office: (843) 329-0055
- (1) All information must be completed on the Enrollment form.
  - (2) All signatures must be present on the Enrollment form.
- iv. Approval for a trainee is given on a project-by-project basis. Approval for a person to train on one project does not assume approval for the same person to train on another project.
- v. Additional details on the Enrollment Form and a sample copy of Enrollment Form (C1-04 and C2-04) are available in the “Forms and Reports”.

**d. Transfer of Trainees**

**i. General guidelines for Transferring Trainees**

At times during the course of a project, a contractor may have the need to request the transfer of training hours from one project to another or to add training hours to a project. This type of request may be needed if:

- A different project offers a more suitable training opportunity;
- The current project is nearing completion sooner than anticipated and there are a number of training hours left to be fulfilled; or
- Additional hours are needed on the current project to accommodate a specific training classification.

- All Trainee Transfers must be approved by the CC RoadWise OJT Program Coordinator prior to the trainees' hours being counted toward the goal.
- The accumulated number of hours worked will be counted from all jobs in calculating when the Trainee has completed the number of hours of training required for the classification.
- The contractor's reimbursement for the hours worked will be calculated and paid on the specific project on which the hours were worked, provided the following criteria are met:
- The Trainee completed a total of more than ½ of the training hours required for the classification in which he/she is training.

Three separate types of transfers are detailed below:

- (a) A trainee may be transferred from one training project to another training project.
- (b) A trainee may be dual enrolled on two different projects containing the Training Special Provision.
- (c) A trainee may accumulate transfer hours from other projects that do not contain the Training Special Provision.

- ii. **A trainee may be transferred from one training project to another project with the Training Special Provision (TSP): (NOTE: usually this is a situation where the training opportunities on one project are completed before the trainee has completed all of the required training in his/her classification.)**

**(1) General guidelines to follow:**

- (a) If at least 50% of the training is completed on two different projects, training can be counted toward the training requirement on both projects. However, if less than 50% of the hours are worked on the second project, the trainee will not be able to be counted as filling a training slot on the second project.

- (b) Complete a Trainee termination report on each trainee when he/she moves from one project to the other, marking “TF” as the reason for termination and recording the number of the OJT project to which the trainee is being transferred. The termination report from the first project also serves as the enrollment form for the second project. Check with the CC RoadWise OJT Program coordinator if any different procedures should be followed.
- (c) A separate Monthly Training Status Report (MTSR) will be filled out for each project on which the trainee is enrolled. The hours from the first project will be recorded as transfer hours in row 16a of the Monthly Training Status Report. Rows 11 and 12 should include only the hours of training done on the new project.
- (d) The Monthly Training Status Report will be filled with the RCE for the new project on which the training is being done.

(2) **Example**

- (a) if a trainee is training as a roller Operator (1040 hours) and he:
  - (i) Works 650 hours on project ABC and then
  - (ii) Is transferred to project XYZ where he completes the remaining 390 hours.

(b) Then

(i) The MTSR for Project XYZ will be completed as follows:

| Row No. | Hours of training                                      | April 2006 | May 2006 | June 2006 |
|---------|--|------------|----------|-----------|
| 11      | Provided during month on this project                  | 100        | 200      | 90        |
| 12      | Provided to date on this project                       | 100        | 300      | 390       |
| 13      | Total accumulated hours transferred from other project | 650        | 650      | 650       |
| 14      | Remaining to complete training program                 | 290        | 90       | 0         |
|         |  |            |          |           |

15 Training received during this month on other projects.  
Trainee transferred 650 hours from Project ABC

(ii) The trainee will have completed his training because he will have completed the 1040 hours.

(iii) The contractor will be reimbursed as follows (provided the full training requirement has been met on both projects):

(1) When Project ABC is completed, the contractor will be reimbursed for 650 Hours and the trainee will be counted as filling one of the training slots.

(2) When Project XYZ is completed, the contractor will be reimbursed for 390 Hours and the trainee will be counted as filling one of the training slots.

iii. **A trainee may be enrolled simultaneously on two different projects containing the Training Special Provision (NOTE: usually this is arranged only if the training classification requires training for a larger number of hours than what can be completed on one project --e.g. foreman**

**(1) General guidelines to follow:**

(a) The trainee must be able to accumulate at least 50% of training hours on each project in order to be counted as filling one of the training slots on each project.

- (b) A Trainee enrollment form must be submitted for both projects, and the enrollment forms must be labeled in large letters “DUAL ENROLLMENT.”
- (c) A separate monthly Training Status Report (MTSR) will be filled out for each project on which the trainee is enrolled. Only hours worked on that project should be recorded in rows 11 and 12; hours on the “other” project would be in row 13 and box 15.
- (d) Each Monthly Training Status Report will be submitted to the PCE, or CE for the project whose number is at the top of the Report.
- (e) Payment is made on each project for the hours worked on that project only (provided all of the other payment requirements have been met).

**(2) Example**

- (a) If a trainee is dual enrolled as Roller Operator (1040 hours required) on Project ABC and Project XYZ, and has accumulated hours as follows:
  - (i) April: 100 hrs. on ABC and 60 hrs. on XYZ
  - (ii) May: 150 hrs. on ABC and 0 hrs. on XYZ
  - (iii) June: 50 hrs. on ABC and 100 hrs. on XYZ

- (b) Then  
 (i) The MTSR for those 3 months would look like the following:

**June MTSR for Project ABC to be submitted to PCE, or CE for ABC**

| Row No. | Hours of training                                      | April 2006 | May 2006 | June 2006 |
|---------|--|------------|----------|-----------|
| 11      | Provided during month on this project                  | 100        | 150      | 50        |
| 12      | Provided to date on this project                       | 100        | 250      | 300       |
| 13      | Total accumulated hours transferred from other project | 60         | 60       | 160       |
| 14      | Remaining to complete training program                 | 880        | 730      | 580       |
|         |  |            |          |           |

- 15 Training received during this month on other projects  
 Trainee trained 100 hrs. on Project XYZ

**June MTSR for Project XYZ to be submitted to PCE, or CE for XYZ**

| Row No. | Hours of training                                      | April 2006 | May 2006 | June 2006 |
|---------|--|------------|----------|-----------|
| 11      | Provided during month on this project                  | 60         | 0        | 100       |
| 12      | Provided to date on this project                       | 60         | 60       | 160       |
| 13      | Total accumulated hours transferred from other project | 100        | 250      | 300       |
| 14      | Remaining to complete training program                 | 880        | 730      | 580       |
|         |  |            |          |           |

- 15 Training received during this month on other projects.  
 Trainee trained 50 hrs. on Project ABC

- (ii) The trainee will complete his training when the combined training hours total 1040 hours.
- (iii) The contractor will be reimbursed as follows (provided the full training requirement has been met on both projects and provided the trainee has completed the training in the classification):
  - (1) When Project ABC is completed, the contractor will be reimbursed for the hours trained on that project and the trainee will be counted as filling one of the training slots, since he has completed a significant portion of the training on that project.
  - (2) When Project XYZ is completed, the contractor will be reimbursed for the hours trained on that project and the trainee will be counted as filling one of the training slots if he continues to train a significant amount of time on that project.

**iv. A trainee may accumulate training hours from projects on which he/she is not filling a training slot.**

**(1) General guidelines to follow:**

- (a) This procedure is used in situations where the trainee is working in his/her training classification but on a project (or projects) other than the one on which he/she is enrolled as a trainee.
  - (i) The “other project” could be another CC RoadWise project that does not require training or it could be any other project that the contractor has.
  - (ii) The “other project” could be one project, or it could be several different projects.
  - (iii) It is NOT required that the “other project” contain the Training Special Provision in order for the hours of training to be counted toward the total needed for the classification.

- (b) This procedure is used in situations where the employee is pulled to another project for a period of time but is expected to be back on the project on which he/she is enrolled for training. It is important that at least 50% of the training be conducted on the project on which the trainee is enrolled.
- (c) Copies of the certified payrolls must be attached to the Monthly Training Status Report in order to verify all hours worked on which the trainee is enrolled. (Certified payrolls are not needed for the hours worked on the project on which the trainee is enrolled.)
- (d) Only the hours worked on the project on which the trainee is enrolled will be counted when paying for the hours of training provided on the project.

(2) **Example**

- (a) If Trainee is training as a roller Operator (1040 hours) and he has done his training as follows:
  - (i) enrolled on Project ABC; completed 500 hours of training
  - (ii) Completed 100 hours on Project XYZ that has training slots
  - (iii) Completed 140 hours on private project A
  - (iv) Completed 300 hours on private project B

(b) Then

(i) **The Monthly Training Status Report will be completed as indicated below:**

| Row No. | Hours of training                                      | April 2006 | May 2006 | June 2006 |
|---------|--|------------|----------|-----------|
| 11      | Provided during month on this project                  | 80         | 100      | 50        |
| 12      | Provided to date on this project                       | 350        | 450      | 500       |
| 13      | Total accumulated hours transferred from other project | 350        | 400      | 540       |
| 14      | Remaining to complete training program                 | 340        | 190      | 0         |

15 Training received during this month on other projects.  
Trainee completed 75 hrs. on Project A, 65 hours on Project XYZ

(ii) Submit the Monthly Training Status Report (with attached payrolls) as follows:

- 1) If training is still being done on the original project, follow the usual procedure of submitting the MTSR to the RCE over the project on which the trainee is enrolled.**
- 2) If the training work on the original project has been completed, the MTSR should be sent directly to the CC RoadWise OJT Program Coordinator.**

(iii) The trainee will have completed his training because he will have accumulated the 1040 hours required.

(iv) The trainee will be counted as filling one of the training slots on Project ABC because he did complete the training requirement on other projects.

- (v) The trainee will NOT be counted as a trainee on Project XYZ because he did not train for sufficient time to be considered a trainee on that project.
- (vi) When the project is completed, AND if the full training requirement has been met on the project:
  - 1) **The contractor will be reimbursed for the 500 hours of training that were done on the project.**
  - 2) **The contractor will NOT be reimbursed for the 540 hours of training that were done on Project XYZ or Project A.**

(e) **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 meeting 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 are 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.

- (f) 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, 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, REGULATIONS, AND POLICIES 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.

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

a. The Home Office

- i. As far as is possible, the manager and the home office 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 action 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 should be credited to the training period and reported on the report forms.

- iii. The contractor will provide the trainee with all of the necessary forms and progress reports, as indicated in the “Forms and reports” section of the manual.

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**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.
  - (1) The “Definition of Disadvantaged” must be available to trainees when they are completing the enrollment form in order to assure that all enrollees answer the “Disadvantaged” question knowledgeably and appropriately.
  - (2) No trainee should begin training work until he/she is properly enrolled and approved.
- iv. The project manager should provide the trainee with a copy of the training description breakdown 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 contact with the trainee throughout the training period, including assisting him/her in solving problems 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.

- 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
  
- 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 tracing 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 working on each project and submitted to the Resident Construction Engineer (RCE) for that project by the 10<sup>th</sup> of each month.

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- iii. The company must advise CC RoadWise immediately if a trainee is terminated either by discharge, by voluntarily withdrawing from the program, by layoff, or by successful completion of the program, using the "Termination Form".
- iv. If a trainee terminates from training before completing 50% or more of the training in the training classification, the contractor must enroll a new trainee as soon as possible to fill the training slot. If it is preferable to train an employee in a different classification at that time, arrangements may be made with the CC RoadWise OJT Program Coordinator to change the training classification.
- v. If a trainee is unable to complete his/her training on the assigned project, and if the trainee has been progressing satisfactorily:
  - (1) The manager will notify his/her home office so that every effort can be made to place the trainee on another construction project in order to complete the training with minimal interruption.
  - (2) If such an arrangement is possible, the employer will notify the CC RoadWise OJT Program Coordinator to request permission to transfer the trainee to complete his/her training on the new project.
  - (3) If the new project also has a training requirement on it, and if a significant amount of training remains to be done, the employer may request that the trainee be enrolled as one of the required trainees on the second project. However, if only a few hours of training remain to be done, the transferred trainee may not be counted as one of the required trainees on the project.

#### **Charleston County RoadWise Responsibilities (CC RoadWise)**

- a. Assure compliance with the Training Special Provisions Training Requirement

Since the Training Special Provision requirement is a part of the contract for the project, the CC RoadWise OJT Program Coordinator is authorized to take the

following measures to assure the Contractor's compliance with this part of the contract:

- i. The CC RoadWise OJT Program Coordinator may issue a "Stop Pay Memo" on a project if the contractor shows repeated failure to cooperate and comply with the training requirements and procedures.

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- ii. A contractor's persistent failure to cooperate and comply with training requirements can result in the contractor being restricted from bidding on future projects for a specified period of time.

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

i. **Criteria for eligibility for reimbursement for training**

- (1) NOTE: Payment for training is not made until the training is completed or until the entire project is completed, whichever comes first.
- (2) NOTE: In determining whether or not the training requirement has been met on a project, CC RoadWise evaluates whether or not the required number of people has been trained (the number is listed in the "Training Special Provisions" section of the Contract) NOT whether or not the number of hours of training listed in the line item section of the contract has been met. Even when the required number of people has been trained, the total number of hours of training on a project may be over or under the number listed in the line item section,

depending upon the kinds of classifications chosen for filling the training slots.

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- (3) Reimbursement for training on the project is made ONLY if:
  - (a) the full training requirement has been met OR
  - (b) The contractor is able to demonstrate a “good faith effort” to meet the training requirement.
- (4) A Trainee can be counted as filling one of the training slot requirements if he/she completes 50% or more of the training required for the classification in which he/she is enrolled on that project. Most of that training should be received on the project on which the trainee is enrolled. (For exceptions, see guidelines under “Transfer of Trainees”.
- (5) Trainees who completed less than 50% of the required training in their classification may be counted toward “good faith effort” if other factors also substantiate that the contractor gave an honest effort to meet the training requirement.

**ii. Submitting a request for payment for training**

- (1) Upon completion of the full training requirement of the entire project, or when the project has been completed, a letter will be sent from the CC RoadWise OJT Program Coordinator requesting that the contractor submits the Request to Pay.
- (2) The Request to Pay form should be sent directly to the CC RoadWise OJT Program Coordinator.

**iii. If the training requirement was not met in full.**

- (1) In this case, an explanation for failure to complete the training must be attached to the Request to Pay Form.

This explanation will serve as our basis for evaluating whether or not a good faith effort was made in meeting the requirement.

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- (2) CC RoadWise has the option to not pay for any of the training done on the project if it appears that a good faith effort was not made in this area.
- (3) CC RoadWise can require the contractor to add training slots onto other CC RoadWise projects that the contractor has if they have not made a good faith effort on the project under consideration.

**iv. Payment**

- (1) After verifying the data and evaluating any necessary explanations, the CC RoadWise OJT Program Coordinator will determine how many hours of training will be reimbursed.
- (2) A “Memo to PAY” or “Memo of NO PAY” and supporting documentation will be sent to the RCE, the contractor, and copied to Final Plans.

**When a Subcontractor Does Some of the Training**

- a. When the prime submits the name of a subcontractor on the Initial Training Schedule, the CC RoadWise OJT Program Coordinator will make sure that the subcontractor has a copy of the OJT Training Manual and that the subcontractor has submitted a letter of agreement to comply with the guidelines to the OJT Program Coordinator.
- b. The Prime Contractor remains responsible for the following matters:
  - i. The Prime Contractor must include the following information in the Initial Training Schedule submitted to the CC RoadWise OJT Program Coordinator prior to enrollment of trainees or the beginning of training:
    - (1) Name of the Subcontractor
    - (2) Which training slots the Subcontractor is responsible for

- (3) The classification (s) of training he will train in, and
- (4) The projected beginning date for the training in each slot.

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- ii. The Prime Contractor must collect all MTSR's for the entire project each month and submit them to the RCE by the 10<sup>th</sup> of the month following when the training was completed.
- iii. The Prime Contractor remains responsible to see that all the training is properly completed.
- iv. The Prime Contractor will submit the Request to Pay for all training done on that project (by the prime and any subs), after all of the training requirements have been met on that project OR when the final estimate has been prepared.

