

**IMPLEMENTATION PLAN**  
**HIGHWAY CONSTRUCTION ON-THE-JOB TRAINING PROGRAM REVIEW**  
**NOVEMBER 2007**

The purpose of this project was to provide information regarding the experiences of trainees, contractors, MDT field staff and other state staff in the On-the-Job (OJT) Program. This information will be used to review and improve the quality of the program.

Overall the program was rated very good. Most all individuals interviewed rated the training as good or excellent, with only approximately 6% rating the program as poor.

Based on the results of the research project, there were some recommendations to improve the program. These, along with implementation guidelines, are discussed below.

The question was raised as to whether 500 hours of on-the-job training was sufficient to have the skills necessary toward attaining journeyman status. One of the issues is the number of trainees that a project can actually support. The tendency is to put as many trainees on a project as possible and at times the effectiveness of the training is at risk. CRB will encourage District personnel, TERO officers, etc., to realistically estimate how many trainees can be supported on each project to make the program more effective.

Time spent with the trainee was also cited as a barrier. Interaction with supervisors, MDT staff, and other OJT staff is an issue for the majority of those interviewed. Based on this information, MDT/CRB will set a goal to meet with each individual trainee one time during their trainee program. This will allow us to get feedback from the trainee and ensure they feel they are being provided as much guidance and information necessary to be successful.

Contractors will be encouraged to meet with the trainees on a daily basis to ensure the instruction they are receiving is sufficient. In addition, Engineering Project Managers have been asked to spend at least 10 minutes each week with the trainee.

Trainee retention and attrition factors are mentioned as a possible area for improvement. Unfortunately, recruitment and retention is a state-wide issue for positions of this nature. In an effort to improve the retention of trainees, CRB will inquire if contractors have retention policies in place. This will be reviewed during the compliance review of the contractor. Contractors will also be encouraged to conduct exit interviews when trainees leave employment to ascertain the reasons and implement appropriate problem solving processes to reduce attrition.

CRB will create an informational flyer for use by contractors outlining their obligations to the OJT program.

Finally, the review discussed the on-going issue of discrimination. Consistent with the Contract Special Provisions contained in FHWA Form 1273, contractors' EEO officers will be encouraged to visit the trainee periodically to determine if they have experienced any discrimination in their work environment. Complaint procedures must also be in place in accordance with FHWA Form 1273. EEO officers are required to ensure all trainees are aware of the procedures. CRB will ensure these procedures exist and are communicated during the review of the contractor.