



**REGIONAL RESPECTFUL WORKPLACE MODEL
REVIEW COMMITTEE RECOMMENDATIONS:**

Tools to Address Jobsite Culture in Construction

OCTOBER 2020

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“I have had journeymen tell me that they do not work with me because I am a female. I have spent the whole day sweeping while my male counterparts were learning skills and trades. I have been unemployed consistently because I am a female.”
(Black woman)



Executive Summary

Harassment and discrimination on construction job sites create hostile work environments that negatively impact safety, productivity, and retention of a skilled workforce. These challenges disproportionately harm women, Black, Indigenous and other people of color (BIPOC) in the Construction industry. Positive jobsite culture, which provides a workplace free from harassment and discrimination, is good for the industry's long term success and sustainability: it minimizes work stoppages and lost time, improves performance, supports safety protocols, enhances employee engagement, supports retention of a skilled workforce, increases health and wellness of workers and increases overall productivity.

One critical gap in this work is understanding the most effective tools to cultivate a respectful workplace, safe from hate, racism, sexism, discrimination, harassment, and bullying, where all workers are safe, respected and have dignity at work and in the construction industry.

These recommendations are meant to be a clear catalyst for action.

Jobsite culture change can only occur if industry leaders such as contractors, trade associations, labor, public and private owners and apprenticeship programs address it head on. Formal, consistent and widespread training is an important step. The Committee encourages all readers to consider how their organization will take action today to adopt and implement one of the above trainings on their jobsites and with their constituents. Our hope is that this set of recommendations is the first step toward building a regional effort that will truly impact and improve jobsite culture in construction for the region. This initial research should inform an ongoing community of practice that includes accountability to take action.

The ultimate goal will be to make workplace inclusivity the norm. If you are interested in joining this work, please contact Kelly Haines for more information on how to get involved and make a difference: khaines@worksystems.org

“I would be left alone to do a job with no instructions with a lot of expectations. I would tell them I needed instructions and they would just ignore me. Now I just do whatever I am told, even if I don't know how to.” (Latino man)





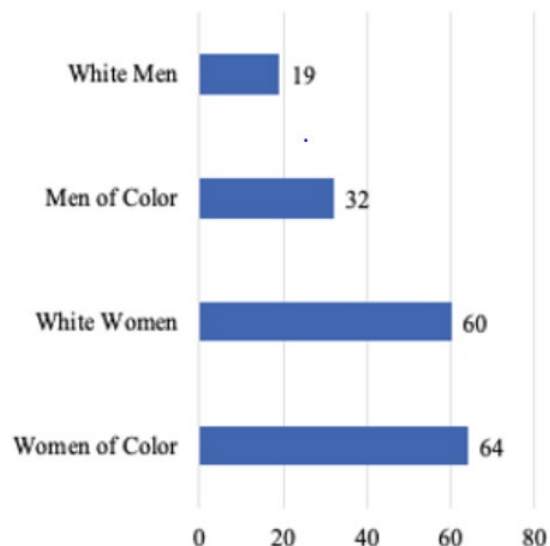
Introduction

Harassment and discrimination on construction job sites create hostile work environments that negatively impact safety, productivity, and retention of a skilled workforce. These challenges disproportionately harm women, Black, Indigenous and other people of color (BIPOC) in the Construction industry. Positive jobsite culture, which provides a workplace free from harassment and discrimination, is good for the industry's long term success and sustainability: it minimizes work stoppages and lost time, improves performance, supports safety protocols, enhances employee engagement, supports retention of a skilled workforce, increases health and wellness of workers and increases overall productivity.

Diversity, equity and inclusion are multi-faceted issues that need to be tackled holistically to better engage and support all workers in the industry, and in particular those who have been historically excluded and marginalized, such as women and BIPOC. The construction industry has historically struggled to recruit and retain skilled workers from diverse backgrounds. A major factor in poor apprenticeship completion rates, particularly with women and people of color, is witnessing or experiencing harassment and/or discrimination on the worksite.

A recent PSU study surveying State-registered apprentices found clear evidence of prevalent harassment and discrimination in the field. This study also found that experiencing harassment and discrimination negatively impact workers' completion rates.

Percent of Apprentices Experiencing Harassment or Discrimination, by Race and Gender



In an industry with high employee turnover that struggles to recruit skilled workers, companies with a positive worksite culture will achieve a competitive edge in the quality and depth of their employee pool. Furthermore, safety, a top industry priority, can be strengthened through a positive worksite culture by promoting inclusiveness and trust. Documentation illustrates that accidents are more likely to occur when workers do not feel integrated into the workplace culture. Feeling threatened at work can cause significant work stress, which not only makes the workplace unsafe and increases risk for injury, it can also result in long-term negative mental and physical health outcomes. For this reason, the National Institute for Occupational Safety and Health (NIOSH) recognizes psychosocial safety as a key contributor to worker well-being and an important focus of the Total Worker Health® approach. From recruitment and retention to safety and productivity, an investment in a positive worksite culture is a smart business decision.

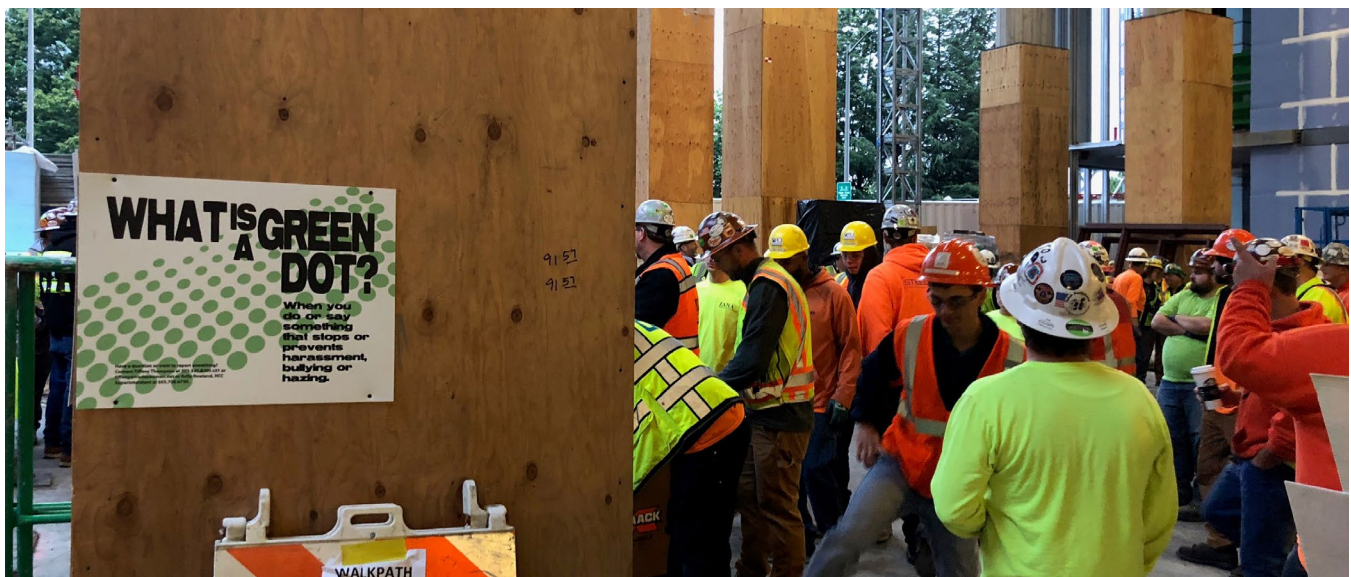
This needs to be addressed across the industry: workers often interact with various trades, work on different jobsites and for different employers throughout their careers. If there is not a level of consistency and recognition of a high standard of behavior, efforts will struggle to have lasting impact. Similar to safety protocols on jobsites, the culture of a respectful workplace needs to be clearly understood and upheld everywhere.

One critical gap in this work is understanding the most effective tools to cultivate a respectful workplace, safe from hate, racism, sexism, discrimination, harassment, and bullying, where all workers are safe, respected and have dignity at work and in the construction industry.

To address this need, Oregon Tradeswomen, Worksystems, and Metro formed a Committee to review and evaluate the emerging respectful workplace models that have demonstrated promising outcomes to date. Through a participatory process with the Review Committee, we have developed a comprehensive evaluation for each of the models to share regionally to industry stakeholders and both public and private owners, with the ultimate goal of implementing the most effective model(s) on our region's construction jobsites, and increase the retention of skilled, diverse workers.

The Committee met over Summer 2020 to review each of the models. In September 2020 we summarized our collective scoring of each, followed by an industry convening in the Fall 2020 to communicate our findings and recommendations. This convening asked attendees to commit to acting on adoption and implementation of a training model with their constituents and on their jobsites.

After reviewing each of the models described below, the Committee is recommending two models that the region should adopt and implement across the Construction industry: **Green Dot and RISE Up**. Both of these models demonstrated many attributes of jobsite training that the Committee used to measure the potential effectiveness, accessibility and scalability of a training model for the region.



Prevention Training: Defined

HOW THE INDUSTRY HAS RESPONDED TO DATE

Sexism and racism have long permeated the construction industry here in Portland and across our nation. Prior to the federal government implementing goals for female and “minority” participation for the construction industry, little or no anti-discrimination training even existed. Title VII of the Civil Rights Act, passed in 1964, is the basic legal charter of women and minority rights on the job in the United States. It requires employers to have detailed plans for hiring women and minorities into jobs from which they have been excluded.

As a result of the Civil Rights Act, the Equal Employment Opportunity Commission (EEOC) was established to investigate complaints of discrimination in the workplace and, in some cases, bring lawsuits against employers and the Office of Federal Contract Compliance Programs (OFCCP) was established to oversee federal contracts to ensure that women and minorities were afforded opportunity. Federal Executive Order 11246, issued in 1965, 41 CFR 60-4 and 29 CFR 30 defined “good faith efforts” for employers and registered apprenticeship to implement equal employment opportunity and affirmative action for minorities and women. Yet, not until 2017, was anti-discrimination and anti-harassment a requirement at the federal level.

Over the years, advocates and allies worked to implement anti-harassment training industry-wide with little impact on changing behavior. Early training models focused more on the legal aspects and identifying what harassment looked like, and while providing management with a guide on how not to get sued, did not provide workforce with the tools to intervene. **While those models resulted in more awareness, little change resulted.** Recently, new models with a focus on prevention and intervention have emerged – showing promising results to impact culture change. The shift in the training approach has resulted in empowering stakeholders at all levels of the industry - from owners, to managers to frontline trades workers - with the knowledge, skills, and tools to step up, and step in. With a focus on prevention and intervention, together we can ensure construction jobsites are safe from hate, harassment, hazing and make them safe for everyone.



DIFFERENCES IN THE APPROACHES TO TRAINING

‘Training’ often refers to educational content aimed at helping individuals understand an issue more thoroughly. As it related to diversity, equity, and inclusion this training may touch on subjects like cultural competency, unconscious or anti-bias training, emotional or cultural intelligence, etc. When thinking about harassment and discrimination training often revolves around the legal definitions and requirements. Traditional trainings are often either a one-time training, a series of a few trainings, and/or annual training. While these trainings are often effective at increasing awareness and understanding of issues they rarely lead to behavioral changes. In fact, some trainings, such as unconscious bias may lead to increased discrimination and biased behaviors, when such training leads to a belief that participants have addressed bias and/or are meeting minimum standards.

In reviewing models, the committee selected programs that focused on cultural and behavioral changes rather than education and awareness approaches.

All the programs reviewed are designed to shift the ways that individuals interact with one another on their jobsites and in their workplaces. This requires that these be not just ‘trainings’ but fully developed programs which entail not only utilizing training but incorporate ongoing learning, accountability, and even communication campaigns to reinforce individual behavior changes and long-term cultural and systemic transformations.



“I had graffiti, [n-word] written on my ladder. Sometimes they would steal my ladder and hide it.” (Black man)

Why We Recommend Green Dot and RISE Up

After reviewing the four models described in Appendix A, the Committee strongly recommends Green Dot and RISE Up as the most promising for the industry in the region.

Green Dot

The Green Dot Bystander Intervention training is based on a model that has been applied in school, community, and military settings and has trained over 600,000 individuals. The Construction specific curriculum was first designed in partnership with [Alteristic](#) in 2015 in Portland, Oregon. The design process included deep focus groups made up of women, people of color, General contractors, apprentices, journey level workers and other stakeholders all informing the approach and what aspects of the trades were critical to take into account when applying the Green Dot program to this industry.

The Committee was impressed with many attributes of this training. Alteristic was the organization with the longest history and experience with prevention and culture change work. Green Dot for construction has the potential to go national as a model, given its proven history of scaling training on college campuses, the military and the Forest Service. Alteristic has a deep understanding, based in research and evaluation, of what it takes to truly shift behavior real-time in a workplace based on best practices in culture change work. They are well known across the country as experts in harassment prevention approaches. The adaptation of Green Dot for the Trades was developed in Portland by real construction workers and contractors.



Additionally, the model is user friendly and accessible. It includes addressing real issues head on directly on the jobsite, it is well-structured with a variety of modules such as toolbox talks and longer trainings for influencers of the jobsite culture. The Green Dot concept is easy to visualize: a negative event is a “red dot,” and every choice to be proactive as a bystander is categorized as a “new behavior” and thus a “Green Dot.” Individual decisions (green dots) group together to create larger change and translates directly to culture change on worksites.

Lastly, preliminary evaluation conducted by Portland State University on the Multnomah County Central Courthouse (MCCCH) jobsite that piloted Green Dot proves that the training does improve the jobsite culture. In that way, this model presents real promise. None of the other models have yet been evaluated for effectiveness, but Green Dot has a history of ongoing evaluation, adaptation, and improvement. This pilot project shows that the model has demonstrated measured improvement and therefore is a model that has the potential to make real impact in addressing jobsite culture in construction.

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RISE Up



The Committee also strongly recommends RISE Up, which has many similar positive aspects. As with Green Dot, RISE Up uses a bystander intervention model to prevent bullying and harassment. The program was also developed through in-depth focus groups of women and minorities in the trades locally in the Seattle area. It is a program that was created by [ANEW](#), a local community-based pre-apprenticeship program, who also administers the program and trainings.

Additionally, RISE Up is currently going through an evaluation process with Portland State University: evaluation of its effectiveness should be available within the next year or so. It also uses a variety of modules such as employee orientations, tool box talks, and manager training, making the curriculum easily accessible to all workers throughout the organization.

RISE Up has additional aspects the Committee found to be more comprehensive as an overall package. This includes marketing and jobsite materials, mentorship programs, organizational assessments, a Jobsite Team creation, and a 3rd party incident reporting service.

RISE Up has been scaled in the Seattle area with public owners such as the City of Seattle and Sound Transit requiring it on their jobsites. ANEW has worked with these project owners to cater the program branding as well as customize the trainings to fit their agency needs.

Lastly, RISE Up is actively being explored for adoption by industry leaders and has a business model structured to expand quickly. AGC Washington is looking to adopt for their members as well as other chapters across the country. Through an “affiliate” model, RISE Up is willing to train and designate local providers to administer the training locally.

The Committee felt that the RISE Up model achieved the most desired elements: It is scalable, clearly outlines the costs to participate, is open to tailoring and customization, covered more breadth of subjects and resources beyond the training, was created by a community partner invested in diversifying the trades, is specific for construction and is already being used in Seattle, includes clear policy influence and was originally developed by those most impacted by jobsite culture.

Through an “affiliate” model, RISE Up is willing to train and designate local providers to administer the training locally.



Sound Transit UW Station

Background: Response, Intervention, Prevention

When we think of addressing harassment, discrimination, hazing, and bullying, there are three levels of action needed to create significant change: response, intervention, and prevention. These three levels interact with and depend on one another but require different approaches and skill sets. The most effective strategies to create respectful workplaces will include elements at all three levels.



RESPONSE

Response actions take place after an event has occurred. These actions are

the most frequently discussed and utilized when addressing inappropriate behaviors in the workplace. Zero tolerance policies, procedures, and investigation processes are all response actions. Response predominantly resides in the area of legal requirements and risk analysis for companies and project owners. This is also the level at which support and services are offered to individuals who have been harmed by inappropriate and violent behaviors. Individuals who are causing harm may be held accountable at this level.

The primary goal of response is to have consequences and accountability for those creating harm.

Having appropriate response policies and procedures also communicates to those being harmed that reporting will result in something being done to ensure negative behaviors do not continue.

When the third level of action, prevention, is effective and in its beginning stages, there will be an increase in reporting and response needs. Without appropriate response actions, intervention and prevention will become ineffective because individuals will not believe there is authentic desire from leadership for change. However, without intervention and prevention, response also becomes ineffective because these systems are unable to respond effectively to all behaviors that create unwelcoming and hostile work environments.



INTERVENTION

Intervention actions take place during an event. The second level of action is the middle ground and

creates a bridge between response and prevention. At the intervention level you have policy interventions and cultural/personal interventions. Intervention actions are meant to stop harmful behavior while it is happening (or soon after) and to begin to mitigate any effects of that behavior. Policy interventions at this level include mandated reporting, hotlines, education about legally unacceptable behavior, and issue awareness. Intervention from a policy perspective stops behavior and begins the process of engaging in response actions.

Cultural and personal interventions focus on the interactions between individuals by building the skills and knowledge of workers to participate in putting a stop to any harmful behavior they witness. Common trainings for this are bystander intervention, workplace civility training, conflict resolutions, de-escalation. While these types of trainings may be mandatory, it is difficult to enforce the mandatory nature of cultural and personal interventions. Individuals must be willing to intervene when they witness harmful behavior and that motivation cannot be externally forced- each person will conduct a risk assessment for themselves and others in a situation before acting. They will have their own barriers and concerns regarding taking action. Training at this level is meant to teach skills, increase confidence, and build buy-in so that when confronted with harmful behavior, an individual is more likely to overcome any barriers to intervening and will take action. **Cultural and personal interventions begin the process of cultural shifts that will lead to prevention actions.**



PREVENTION

Prevention actions take place before an event. This third level of action is

focused on shifting the culture and creating an environment where it is clear to everyone at all levels, that harassment, discrimination, hazing and bullying are unacceptable. Prevention is focused on ensuring that harmful behavior does not occur in the first place. This level of action is taken through interpersonal interactions and through non-verbal communication of individuals and the environment. Prevention can be reinforced by policies but is primarily enacted through individual actions and behaviors that create a safe, welcoming, and inclusive workplace. Content that promotes prevention raises awareness of unacceptable and offensive behaviors and encourages proactive behaviors and sets a tone for how individuals interact in the work environment. Training and content can include topics like proactive behaviors, some anti-racism and anti-sexism training, and rewarding innovation and activities that support respectful workplace culture. **This level of action is aimed at changing the minds, heart and, ultimately, the values of individuals.** Prevention requires the most investment and ongoing efforts. It is a long term strategy that is reinforced through simple, daily actions at all levels as well as large actions and campaigns. Prevention is change lived on a daily basis.

Method

When reviewing each of the Respectful Workplace Models, the Committee used ten elements to measure effectiveness, usability, accessibility and scalability. The Committee sent questions ahead of time to each organization, and then received a scheduled presentation by the providers followed by Q and A and review of any background information. Based on those presentations and information, each committee member used a rubric to “score” each model. The Committee scores were then compiled and used to guide final group discussion to determine the Committee’s final recommendations. Below is a chart of the scoring elements (full description in Appendix D), along with brief descriptions and how each model stacked up.

RESPECTFUL WORKPLACE MODEL REVIEW- EVALUATION METRICS	Positive Jobsite Culture Training	Be More than a Bystander	Green Dot	RISE Up
INDUSTRY RELEVANCE AND AWARENESS				
Training partner currently has demonstrated ties within the building construction trades, public entities, construction companies, apprenticeship training programs, unions and community-based organizations. These industry partnerships have directly informed training curriculum.	✓	✓	✓	✓
TRAINING CONTENT				
Training employs a multifaceted and comprehensive training strategy to reduce rates of harassment and violence on worksites. Gives guidance and tools on how to create an inclusive culture in the construction industry that was directly informed by industry partners.	✓	✓	✓	✓
STYLE AND TONE				
Presents training clearly, concisely, and effectively. Presents information in well-organized, coherent way. Connects all topics and touchpoints in logical manner. Audience can easily follow flow of reasoning.	✓	—	✓	✓
TRAINER CERTIFICATION				
Training is scalable in different regions through a train the trainer model that certifies different training organizations. There is a scalable approval process to become a certified training entity that is accessible, efficient, transparent and robust. Prioritizes participation of culturally specific training providers.	—	—	✓	✓
ADAPTABILITY/CUSTOMIZATION				
Training program has a variety of training modules to reach all audiences that can include a full day training, half day training, tool box talks and continuing education in a manner that is easy to use for different sized organizations and effectively trains all levels of the organization from Owner to Apprentice.	—	—	✓	✓
PROGRAM EVALUATION				
Program has a process in place to periodically evaluate results and incorporate learnings into the program such as pre- and post- job surveys or annual employee surveys regarding improvements in jobsite culture. Results are then evaluated to measure effectiveness.	—	—	✓	✓
COST				
Different levels of cost allow for both small and large organizations to participate, cost is easy to understand and transparent. Business model and cost structure should be sustainable and allow for ongoing training and development in the region.	—	—	✓	✓
ORGANIZATIONAL ASSESSMENT AND SUPPORT				
Program design provides assessment and technical assistance to organizations who wish to ensure their standards, codes of conduct and policies are inclusive. This could include personnel policy, application process, interview question review, organizational policies, etc.	—	—	—	✓
POLICY INFLUENCE				
There is clear connection to regional policy efforts and strategies to address and improve jobsite culture, i.e. Training Program can either be required or provides credit on job sites with employers and owners.	—	—	—	✓
RECOGNITION OF COMPLETION STRUCTURE				
There is a recognition of completion for individuals that are trained that could be recognized broadly by the construction industry. Multi-tiered depending on which modules have been completed. Similar to OSHA training program: structure where individuals get credit for trainings to demonstrate competence. Program has the ability to articulate a clear tie to ongoing professional development.	—	—	—	—



Beyond Training: What Else is Needed

This Committee researched emerging Respectful Workplace Models to inform how our region can take action now to implement and scale critical trainings throughout the industry to address hostility, racism and sexism in the trades. Similar to safety standards, jobsite culture cannot change without an intentional shift made by all industry leaders to ensure that the workforce is empowered with the tools and resources these trainings can provide. Throughout the evaluation process, however, the Committee continually named other critical pieces of this work that need to be acknowledged. Although training is important and was the primary focus of this effort, it is only one piece and should be accompanied with a multi-pronged set of strategies that reinforce the overall goal¹.

Ombuds: To ensure enforcement of respectful workplace policies, we advocate for the creation of a statewide ombuds office tasked with informally evaluating workplaces in the construction trades within Oregon. The ombuds would be responsible for promoting and evaluating respectful worksites and for reducing associated opportunity gaps within the construction trades in Oregon.

Accountability, enforcement and transparency: In order to truly change behavior on jobsites, it is critical that those who have the authority to address jobsite issues, such as Owners and Contractors, have explicit protocols that are well understood, upheld, and acted upon when incidences occur and that there is a system in place for reporting and analyzing any incidences.

Standardization of training re:

OSHA The Committee recommends implementation of a new standard with Oregon OSHA to advance a requirement for training and certification of “respectful workplaces/by-stander intervention/harassment and bullying prevention” for the Oregon construction workforce, much as OSHA 10 certification has become a standard for every construction jobsite in America.

Ongoing evaluation of model: Ongoing evaluation of the model is critical in order to continue to understand which programs and approaches are most effective in changing jobsite culture.

¹A more detailed discussion can be found in Appendix B.

Next Steps

These recommendations are meant to be a clear catalyst for action. Jobsite culture change can only occur if industry leaders such as contractors, trade associations, labor, public and private owners and apprenticeship programs address it head on. Formal, consistent and widespread training is an important step. The Committee encourages all readers to consider how their organization will take action today to adopt and implement one of the above trainings on their jobsites and with their constituents. Our hope is that this set of recommendations is the first step toward building a regional effort that will truly impact and improve jobsite culture in construction for the region. This initial research should inform an ongoing community of practice that includes accountability to take action.

Efforts to change workplace culture can be strengthened by an ongoing table comprised of organizations committed to this common goal. While not regulatory like an ombuds office, it would require shared dedication among its members to lead by example. This is already underway with the “Safe from Hate” pledge created by many unions and contractors and building out that table with industry leaders who are declaring their commitment to real jobsite culture change. Typically spearheaded by a handful of trade unions, construction companies, and other pertinent organizations, an alliance would be invested in actively moving forward the respectful workplace agenda and serve as a model that other organizations would aspire toward.

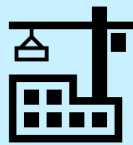


Over time, the group can build initiatives geared toward spreading awareness around respectful workplace culture, scale tools and trainings, act as a resource for other organizations within the industry, and develop certifications (or OSHA’s standards, if applicable) that recognize organizations as safe, inclusive, and respectful for all. The group may choose to expand by bringing member organizations into the fold, potentially via a commitment sign-on, which could further help scale and sustain the effort. The ultimate goal will be to make workplace inclusivity the norm. If you are interested in joining this work, please contact Kelly Haines for more information on how to get involved and make a difference: khaines@worksystems.org



Regional Convening

Regional Convening
October 1st to share out
and discuss the research
and recommendations.



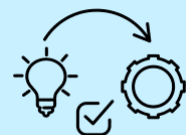
Industry Commitment

“Safe from Hate” pledge
created by many unions,
contractors, and trade
associations declaring
their commitment to real
jobsite culture change.



Scale Training Across Region

Connect employers and
other partners to Green
Dot, RISEUp, or other
equivalent trainings
to implement on their
jobsites and within
their organizations.



Ongoing Implementation

Safe from Hate Alliance,
made up of pledge signers,
work together to implement
their commitments,
including training, and
provide an ongoing
community of practice and
a venue for accountability.

Appendix A

Description of Models

Pacific Northwest Carpenters Institute: Positive Jobsite Culture Training

The PJC training was developed by PNCI and their partners, as a tool for apprentices, journey-level workers, foremen and superintendents to learn about unconscious bias and how this can impact relationships with coworkers, plus; the importance of positive coaching/mentoring, conflict resolution, and bystander intervention. It focuses on helping workers understand the impact bullying and hazing can have on a person and get the necessary tools to know how to react in these situations. It is a required training for all Carpenter apprentices.

2018 -19 Training Numbers to date:

Total Classes 130 Total Completions 4,572 Class avg size 35 / all crafts invited

50% of classes were held at contractors' jobsites/offices

Benefits

- Increase the skills, productivity and safety on your jobsite
- Understand the consequences for the failure to take responsibility for promoting a positive job site culture
- Build awareness of the barriers which exist that hold back our job sites from functioning at a high level of efficiency

Challenges

- Need Broader support from all industry partners
- Curriculum would need to be adapted to be more broadly applicable across the trades
- No current structure or plan for bringing to scale

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BC Women in the Trades: Be more than a Bystander

This model highlights important work being developed in Canada. Through a partnership with the BC Center for Women in the Trades, the BC Building Trades and others, it is a model that primarily focuses on addressing gender-based violence and is exclusively intended for people who identify male. The structure of the training is a three-day intensive session, developed by the Ending Violence Association of BC (EVA BC) led by the BC Lions football players. It is based on empowering men to speak up, to intervene and to learn how to become change agents on the jobsite whenever they witness gender-based violence.

This model has received very positive feedback from all participants and has grown in demand in the BC area. In their experience, including professional athletes as facilitators has proven to be an effective way to build trust, connect and communicate with men in the construction trades. They are now working to expand this work into a Just Workplace training, which will be expanded to jobsite and broader workforce trainings, with a continued primary focus on gender equity.

The Committee learned a lot when hearing about this model and appreciated the deep work being done in BC.

Benefits

- Clear tie to regional construction industry and leadership
- Enthusiastic positive feedback from those who participate in training and a growing demand
- Thoroughly developed in partnership with EVA BC

Challenges

- Only focuses on gender-based violence and only training male-identified individuals and does not include all facets of diversity
- Requires professional athletes which could be too cost prohibitive at this time in the local region
- No clear scaling model to expand to other regions at this point
- No independent evaluation at this point

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BC CENTRE FOR WOMEN IN THE TRADES

[Be More than A Bystander](#)

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Alteristic: Green Dot

Green Dot is a primary prevention program that is based in research about how to create significant and long-lasting culture change to reduce rates of hazing, harassment and bullying. This model uses bystander intervention training that engages witnesses to interrupt problematic situations, increase self-efficacy, and provide skill building and specific strategies to increase the likelihood that trained individuals will actually intervene. Green Dot also expands the role of bystanders beyond reactive, it also trains participants to engage in proactive behaviors. The ultimate goal of this model is not to simply react to situations but to simultaneously shift community norms and create a work culture that is intolerant to harassing and violent behaviors.

Below is an overview of the content, which relies on interactive participation and uses examples from construction in Portland:

- Toolbox Talks (15 – 20 min)
 - Basic issue awareness
 - Bystander Intervention skill building
 - Proactive behavior skill building
 - Jobsite norms and values
- Bystander Training (90 min)
 - All of the above
 - In depth bystander intervention
 - Culture Change/Hope
 - In depth proactive behavior
 - Interpersonal influence and communication
- Management/Leadership Training (60 min)
 - Mix of bystander and toolbox talks
 - Focus on role of leadership/management
 - Builds buy-in and support for program
- Instructor Training (2-3 Days)
 - Trains for delivery of Toolbox, bystander and management/leadership trainings
 - Approach and theory for effective culture change
 - Presentation, facilitation and training skills
 - Practice and feedback on providing training
 - Development of initial implementation plan
 - Ongoing technical assistance

Benefits

- Alteristic is a nationally recognized organization for their expertise in violence prevention and culture change
- Training focused on intervention and prevention to create lasting change
- Strategies based on experience and significant research about culture change and effective prevention
- Organization with more than a decade of experience in prevention and culture change
- Model has been implemented in cultures similar to construction, such as the Air Force
- Adaptation for construction was created with stakeholders in Portland and has been piloted on the Multnomah County Central Courthouse, then TriMet's Division Transit Project and is in early implementation on two additional major construction sites in the Portland area
- Training program has served more than 600,000 participants in a year
- Program has been evaluated and demonstrated improvement of jobsite culture
- Approach addresses race and gender and can be easily adapted to additional intersections
- Program has been implemented in a variety of settings
- Separation of prevention/intervention and response creates buy-in and meets workers where they are

Challenges

- Needs further evaluation for efficacy in the construction industry
- Headquartered in Virginia, will need to establish local trainer/staff
- Focuses solely on prevention and intervention, partnership with another organization would be needed to address response

- Some individuals have found challenges in timeliness of responses from Alteristic
- Curriculum and approach may be too rigid for construction industry
- Program adherence requirements may make it difficult to quickly bring to scale
- Content is currently unavailable in multiple languages

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ANew: RISE Up

RISE Up (Respect, Inclusion, Safety and Equity in the Construction Trades) is a Respectful Workplace Campaign designed to shift the culture of construction to be more inclusive to a diverse workforce. This campaign is designed to be used by public entities, construction companies, apprenticeship training programs, unions and community-based organizations. To be effective, a Respectful Workplace program must be inclusive, must cover more than just women and race, and the results must be measured. Training alone can harm diversity efforts and create more bias against underrepresented groups. ANEW provides customized respectful workplace training with a social campaign in an effort to create an inclusive and diverse work site.

RISE Up was created by ANEW, a community-based pre-apprenticeship in the Seattle area. It was informed by those most impacted by jobsite culture, specifically women and people of color working in the trades. It is currently being expanded in the Seattle region by both the City of Seattle and Sound Transit.

Benefits

- Scalable
- Clearly outlines the costs to participate
- Open to tailoring and customization (see challenge below)
- Covers more breadth of subjects and resources beyond the training
- Created by a community partner invested in diversifying the trades
- Specific for construction and is already being used in Seattle
- Includes clear policy influence
- Originally developed by those most impacted by jobsite culture

Challenges

- Needs evaluation for efficacy in the construction industry
- Customization would need to be balanced with maintaining the fidelity of the approach

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Appendix B

What else is needed: Detail

This Committee researched emerging Respectful Workplace Models to inform how our region can now take action to implement and scale critical trainings throughout the industry to address hostility, racism and sexism in the trades. Similar to safety standards, jobsite culture cannot change without an intentional shift made by all industry leaders to ensure that the workforce is empowered with the tools and resources these trainings can provide. Throughout the evaluation process, however, the Committee continually named other critical pieces of this work that need to be acknowledged. Although training is important and was the primary focus of this effort, it is only one piece and should be accompanied with a multi-pronged set of strategies that reinforce the overall goal.

Ombuds: To ensure enforcement of respectful workplace policies we advocate for the creation of a statewide ombuds office tasked with informally evaluating workplaces in the construction trades within Oregon. The ombuds would be responsible for promoting and evaluating respectful worksites and for reducing associated opportunity gaps within the construction trades in Oregon. A similar position was created in Washington State to reduce opportunity gaps in public K-12 education. Importantly, the position would be independent of the public system it serves in order to avoid conflicts of interest and to ensure impartiality. A trades ombudsman in Oregon could provide information and training on respectful worksites and conduct evaluations, providing both education and holding worksites accountable. The creation of a state-level ombudsman position would send a strong signal that the state has a serious stake in the creation of respectful worksites. An Ombuds office could operate as an independent unit within a state regulatory agency such as BOLI or as a unit in the Governor's office. Wherever it is located, it would be important for it to operate independently of any regulatory functions of the state. The International Ombudsman Association identifies many benefits of the service that are commonly cited by organizations with an ombudsman office.¹

Accountability, enforcement and transparency: In order to truly change behavior on jobsites, it is critical that those who have the authority to address jobsite issues, such as Owners and Contractors, have explicit protocols that are well understood, upheld, and acted upon when incidences occur and that there is a system in place for reporting and analyzing any incidences. Without a clear zero tolerance policy, such as those that already exist with safety protocols or a drug free workplace, jobsite culture will not be clearly addressed in a way that translates to how workers behave every day they come to work. In order for the trainings being recommended to stick, workers also need to clearly understand the expectations of behavior, and consequences should be clearly outlined and enforced. Further, incidences should be transparently reported so that future customers, stakeholders and other agencies can track where they occur and with which companies.

Standardization of training re: OSHA The Committee recommends implementation of a new standard with Oregon OSHA to advance a requirement for training and certification of “respectful workplaces/by-stander intervention/harassment and bullying prevention” for the Oregon construction workforce, much as OSHA 10 certification has become a standard for every construction jobsite in America.

Not since 1999 has the Occupational Safety and Health Administration formally convened construction industry experts and stakeholders pertaining to the unique health and safety issues for women in the workforce and on the jobsite. From the convening of the Health and Safety of Women in Construction (HASWIC) workgroup, recommendations were provided to the agency in the report, "Women in the Construction Workplace: Providing Equitable Safety and Health Protection", June 1999, which included the impact of isolation, harassment, discrimination and reporting of these issues.

Safety and health problems in construction create barriers to women entering and remaining in this field. In turn, the small numbers of women and people of color workers on construction worksites foster an environment in which these safety and health problems arise or continue. Many of the identified problems are amenable to change through behavioral, or administrative intervention. The recommendations in this report are directed at employers, labor unions, manufacturers, training programs, supervisors, and workers. Improving the work conditions for women and people of color in the construction trades will not only ensure their health and safety, it will also serve to attract and retain workers during a critical time of labor shortages in this industry.

Ongoing evaluation of model: Ongoing evaluation of the model is critical in order to continue to understand which programs and approaches are most effective in changing jobsite culture. To evaluate the impact of a respectful workplace program (i.e. policy change, manager training, and/or worker training) on jobsite harassment and discrimination, the “gold standard” is to use an experimental research design with pre-tests and post-tests. (ie worker surveys pre and post tests 6 months and 1 year, control and pilot etc). Additionally, an ideal evaluation would include a pilot site compared to a control site, where no trainings occurred. It is important to recruit as many workers as possible to participate in the evaluation, ideally all workers on site. Surveys should take no more than ten minutes to complete and should be appropriate for a tenth-grade reading level. The most important questions to ask on the survey are about the prevalence of harassment and discrimination behaviors. Survey can ask about what individuals have experienced (e.g. how many times in the last month did someone make offensive jokes or comments towards you?) and/or what individuals have observed (how many times in the last month have you heard offensive jokes or comments directed towards other workers?). In analyzing the data from pre-test and post-test surveys, a program can be assessed to be effective when reported harassment and discrimination decrease (for experimental designs, when the decrease in the treatment site is larger than any decrease on the control site). Additional evidence of effectiveness can be demonstrated by an increase in desired behaviors and attitudes promoted by the respectful workplace program. More work is needed to determine what size of changes in harassment and discrimination on construction sites is considered substantively significant.

Appendix C

Regional Respectful Workplace Model Review Committee Roster

Claire Barrera, Projecto UNICA of El Programa Hispano

Aaron Bouchane, Associated General Contractors (AGC)- Oregon

Michael Burch, Pacific NW Regional Council of Carpenters

Robert Camarillo, Oregon State Building Trades Council

John Cardenas, Prosper Portland

Angela Desposito, Journey Level Insulator, Heat and Frost
Insulators Local 36

Aidan Gronauer, TriMet

Kelly Haines, Worksystems

Gerry Hein, Hoffman

Dr. Maura Kelly, Portland State University (PSU)

Kelly Kupcak, Oregon Tradeswomen

Kenechi Onyeagusi, Portland Business Development Group (PBDG)

Bridget Quinn, NECA IBEW Electrical Trades Center

Anjali Rameshbabu, Oregon Healthy Workforce Center at OSHU

Jay Richmond, Oregon Tradeswomen

Tiffany Thompson, Metro

Janine Weir, Beaverton School District

Larry Williams, Oregon Labor and Industries

Appendix D

Scoring Elements: Detail

INDUSTRY RELEVANCE AND AWARENESS: *Training partner currently has demonstrated ties within the building construction trades, public entities, construction companies, apprenticeship training programs, unions, and community-based organizations. These industry partnerships have directly informed training curriculum.*

Because the construction industry and its workforce structure are unique compared to other sectors, it is critical that the training model approach have the deep of understanding of those nuances. For example, multiple employers working on the same jobsite, each with their own human resource policies and practices, coupled with an often-unionized workforce, and work jurisdictional issues that create a complex work environment. In addition, because workforce is constantly changing on a construction jobsite as one phase of the work is completed and the next begins, understanding of these dynamics is key. The standard “cultural competency” training models are not sufficient to address harassment and discrimination in construction without a deep understanding of the industry, its history and current culture.

TRAINING CONTENT: *Training employs a multifaceted and comprehensive training strategy to reduce rates of harassment and violence on worksites. Gives guidance and tools on how to create an inclusive culture in the construction industry that was directly informed by industry partners.*

Like the needs outlined in industry awareness, the curriculum and content of the training models must address the nuances of the construction industry, its history, unique structure, specific regulations, and culture.

STYLE AND TONE: *Presents training clearly, concisely, and effectively. Presents information in well-organized, coherent way. Connects all topics and touchpoints in logical manner. Audience can easily follow flow of reasoning.*

Style and tone can impact whether the content resonates with a learner. Accessibility for the participant is key in ensuring that the content will not only be relevant to the learner but integrated as a tool for future use.

TRAINER CERTIFICATION: *Training is scalable in different regions through a train the trainer model that certifies different training organizations. There is a scalable approval process to become a certified training entity that is accessible, efficient, transparent, and robust. Prioritizes participation of culturally specific training providers.*

Because the models reviewed are still “emerging” and relatively new to implementation in the construction industry, training “certification” and credentialing of trainers is not standardized as of yet, and no third-party industry oversight or credentialing authority exists. Therefore, foresight in preparing for replicability, standardization and future industry-wide certification by the models is important in scalability and replicability.

ADAPTABILITY/CUSTOMIZATION: *Training program has a variety of training modules to reach all audiences that can include a full day training, half day training, tool box talks and continuing education in a manner that is easy to use for different sized organizations and effectively trains all levels of the organization from Owner to Apprentice.*

As we have learned over the years in implementing a variety of training models, content and strategies, advocates for culture change in the construction industry agree that training must be able to be adaptable and customizable to reach all stakeholders within the industry for a true shift to occur. From project owners, to general contractors and subcontractors, and the trade associations which represent them, to the registered apprenticeship and pre-apprenticeship training programs staff and instructors, as well as vendors, the tradesworkers (apprentices and journeyworkers) and the unions which represent them – training must be accessible. Whether a person is in a corner office, jobsite trailer or in the field, the training must be accessible to them.

PROGRAM EVALUATION: *Program has a process in place to periodically evaluate results and incorporate learnings into the program such as pre- and post- job surveys or annual employee surveys regarding improvements in jobsite culture. Results are then evaluated to measure effectiveness.*

Since the models reviewed focus on culture change, program evaluation is critical to ensuring that the approach is creating the changes desired, i.e. reductions in harassment and discrimination both in subtle and overt ways on jobsites. Evaluations that simply ask for participant feedback on program content do not go far enough to indicate behavioral changes – so at a minimum survey that are pre- and post- training are necessary. Ideally, evaluation would also include a study of how behavior change is sustained beyond a single jobsite and through the industry at large. However, more complex evaluation strategies require additional resources such as time to conduct studies, financial support for research, data analysis, etc. All the programs would need sustained funding for these levels of evaluation which require skilled researchers.

COST: *Different levels of cost allow for both small and large organizations to participate, cost is easy to understand and transparent. Business model and cost structure should be sustainable and allow for ongoing training and development in the region.*

The committee wanted any recommended programs to have a clear pricing structure so that companies intending to implement these would be able to plan for the cost. Cost should also have an approach that makes for a sustainable, long-term commitment to ongoing participation by companies and organizations to ensure the system wide changes needed. Some programs had not considered full expansion and therefore did not have cost structures that were prepared or transparent. It is also critical to consider costs that will be accessible for much smaller organizations to participate without creating undue burdens on time and budget while still creating safer jobsites for all workers.

ORGANIZATIONAL ASSESSMENT AND SUPPORT: *Program design provides assessment and technical assistance to organizations who wish to ensure their standards, codes of conduct and policies are inclusive. This could include personnel policy, application process, interview questions review, organizational policies, etc.*

While cultural change is the focus of the reviewed programs, the committee felt it was important to recognize that having an appropriate response structure is also critical to creating long term systemic changes. Some programs, while they emphasize the importance of response, feel that response and prevention should be distinctly separated. Other programs simply did not address response approaches. Overall, this element needs additional development and consideration for the industry.

POLICY INFLUENCE: *There is a clear connection to regional policy efforts and strategies to address and improve jobsite culture, i.e. Training program can either be required or provides credit on jobsites with employers and owners.*

At the outset, the committee was looking for a program that also advocated for change on an industry wide level. Upon further consideration, the committee realized that this element would not be a necessary element to a comprehensive program. The committee also felt that this would narrow program options only to organizations who are already advocacy and policy focused within the construction industry. This would potentially limit effective programs from selection.

RECOGNITION OF COMPLETION STRUCTURE: *There is a recognition of completion for individuals that are trained that could be recognized broadly by the construction industry. Multi-tiered depending on which modules have been completed. Like OSHA training program: structure where individuals get credit for trainings to demonstrate competence. Program has the ability to articulate a clear tie to ongoing professional development.*

In reviewing programs, this element is meant to uplift programs that will be able to create long-term and sustainable shifts within the construction industry. This kind of certification would also encourage industry buy-in and easier recognition of organizations that are dedicated to cultural change. However, this approach is complicated and requires deep work within the industry to create a structure and none of the programs had a system currently in place. Some had been considering how to achieve this. The committee recommends that this a necessary area for ongoing development.

Appendix E

Safe from Hate pledge (tool to declare initial commitment for industry leaders who can influence jobsite culture change i.e. employers, trade associations, labor unions, apprenticeship programs)

Safe from Hate Jobsite Culture Pledge

The Safe from Hate Jobsite Culture Pledge calls on all industry stakeholders in the construction industry to advance diversity, equity, and inclusion by clearly addressing jobsite culture. Because prevalent racism and sexism continue to create hostile work environments, impact retention of a skilled workforce, and disproportionately harm women, Black, Indigenous and other people of color (BIPOC), the Safe from Hate Positive Jobsite Culture Pledge outlines a specific set of actions the undersigned organizations will take to cultivate a respectful workplace, safe from hate, racism, sexism, discrimination, harassment, and bullying, where all workers are safe, respected and have dignity at work and in the construction industry.

All the signatories serve as leaders of their organizations and have committed to implementing the following pledge within their institutions and realm of influence. Where companies have already implemented one or more of the commitments, the undersigned commit to support other industry leaders in doing the same.

As leaders of some of the region's largest construction employers, unions, trade associations, and community based organizations, we engage with and manage thousands of workers and play a critical role in ensuring that diversity, equity and inclusion are core to construction culture and that our organizations are representative of the communities we serve. Moreover, we know that positive jobsite culture is good for our industry's bottom line: it minimizes work stoppages and lost time, improves performance, supports safety protocols, enhances employee engagement, supports retention of a skilled workforce, increases health and wellness of workers and increases overall productivity.

Simply put, organizations with a positive jobsite culture perform better.

We recognize that diversity, equity and inclusion are multi-faceted issues and that we need to tackle these subjects holistically to better engage and support all of our workers in the industry, and in particular those who have been historically excluded and marginalized. For us, this means committing to four initial goals that will catalyze further conversation and action around a positive jobsite culture within the workplace and our industry, as well as foster collaboration among our organizations:

1. We will enforce a zero-tolerance policy: As employers, we will work with our labor partners, subcontractors, and other stakeholders, to enforce a zero-tolerance policy, which we define as holding accountable any employee who instigates, supports, or fails to report any jobsite incidents. Recognizing that while we are all responsible for ensuring equity in our industry, apprentices have the least power, and women and BIPOC tradesworkers are most vulnerable to retaliation so it is up to those in leadership to be accountable. We recognize that, as industry leaders, we need to set the

expectation that any hostile behavior will not be tolerated. We will do this by communicating clear protocols and enforcing real consequences, including possible removal of any relevant employees, and prompt and thorough investigation that could lead to suspensions and terminations, as aligned with any applicable collective bargaining agreements, HR policies and as state and federal labor laws allow.

2. We will implement and expand positive jobsite culture education on all our jobsites: We will adopt and implement proven jobsite culture trainings. All partners committing to this pledge agree to implement the adopted positive jobsite culture training with all current employees and / or union members within six months of signing this pledge, especially prioritizing leadership within their organization. Additional measures include:

- All onsite employees, specifically supervisory and management, journey level craft persons and apprentices shall receive the positive jobsite culture education as part of their orientation processes, but no later than one week of their hire date
- Apprentices will receive training within one month of their enrollment date
- Unions will provide journeyworker “upgrade” trainings
- Pre-Apprenticeship Training Programs will provide training to program participants in their training models
- Employees will receive ongoing training or “refreshers” at least annually

By working together, we can create the critical mass across trades and companies, thereby normalizing the complete intolerance of hostility and bullying in Construction and creating a safe, healthy, and inclusive industry where all persons are welcome and safe from hate.

3. We will continue to work with our community partners to support and recruit diverse talent: We recognize the value of increasing the diversity of our employees and in keeping the industry in line with current demographic trends. This is critical to remain competitive, innovative, and relevant in the market. We will continue to deepen our connections to community workforce partners and pre-apprenticeship training programs, ensuring increased training, hiring and retention of their constituents.

4. We will cultivate retention and leadership development efforts: Each of our organizations recognizes the high cost of workforce turnover, yet we know that these figures have not improved and remain troubling. To really change the industry, we must address the lack of diversity in leadership positions. We will commit to strategies that ensure stability and career pathway growth for historically underrepresented people, including formalized mentoring efforts and improving quality training for BIPOC workers and women. Furthermore, we will commit to making promotional opportunities into leadership positions available to people of color and women. While the efforts will no doubt take time, we commit to tracking our performance and holding each other accountable to improved progress. We recognize that every organization is in a different place, but we must start somewhere. A first step is to commit to a specific Diversity, Equity, and Inclusion Plan within our own organization within six months after signing that is ready to share with the community. While these four commitments are not the complete answer, we believe they are important, concrete steps toward building more safe and productive workplaces. We hope our list of signatories will grow, and we invite other construction industry leaders to join us.

Let us come together to make good on the inherent promise that all of our people should be able to bring their best selves to work and unleash their full potential. By working together within our industry, we can cultivate meaningful and critical change.



Acknowledgements: None of this work could have been accomplished without the deep commitment made by the Committee (Appendix C). The time spent developing the rubric, reviewing each model, scoring and discussing the recommendations directly led to **co-authoring the recommendations and this report**. The Committee utilized a collaborative process to contribute their expertise, industry knowledge, and invaluable lived experience to inform the recommendations, with the hope that this effort will spur real action in the region to address jobsite culture in Construction and work toward real change.

