

HIRING AND RETAINING A DIVERSE WORKFORCE

UPDATED FOR 2024

Whether you are preparing to hire for an On-the-Job Training (OJT) position or working towards a goal to diversify your general workforce, developing a good recruitment and retention strategy is essential. Please take the time to read the following suggestions. Many of them came from construction firms and other organizations that have successfully grown a diverse labor force.

PREPARATION

✓ Educate yourself:

- The [Equal Employment Opportunity Commission \(EEOC\)](#) has great resources on its website with information about the laws related to equal employment opportunity.
- Learn about your own biases (we all have them!) so they will not get in the way of your hiring decisions. A great way to start is to take an [Implicit Association test](#) found on Harvard University's website. There you will find many research-based tests where you can check your own biases related to gender, race, age, and more.
- Find some time to go through the Workplace Civility and Unconscious Bias resources found at the back of this document on page 12. These are great learning tools and training aids.

Websites and Resources About Diversity, Equity, and Inclusion in the Construction Industry

- [AGC Culture of Care](#) - Take a bold and visible step towards creating a diverse, safe, welcoming and inclusive construction industry by taking the pledge.
- [Constructing Hope - Safe From Hate Jobsite Culture Pledge](#)
- [Oregon Tradeswomen - Green Dot Violence Prevention Strategy](#)
- [Providing Safety and Health Protection for a Diverse Construction Workforce: Issues and Ideas](#)
- Check out [Dr. Maura Kelly's research](#) on building a more diverse workforce in the highway trades in Oregon.
- [Regional Respectful Workplace Model Review Committee Recommendations: Tools to Address Jobsite Culture in Construction](#)
- [Diversity Toolkit: Your Guide to Best Practices for Recruiting a Diverse Membership](#), North America's Building Trades Union
- [Building diversity and inclusion in the construction industry: 4 key steps](#), Willis Towers Watson Wire
- [Local Construction Firms Tackle The Industry's Crucial Diversity Problem](#), Julie Littman, Bisnow Bay Area
- [Why Diversity is a Key to the Construction Industry's Future](#), Bransfield & Gorrie Blog
- [British Columbia Centre for Women in the Trades: Working for Inclusion in the Trades](#)
- [Workplaces for All](#) – Includes [Addressing Sexual Harassment in the Workplace: A Guide for Vermont Workers and Employers](#)

Women in Construction

- [RiseUp4Equity](#): Rise Up (Respect, Inclusion, Safety, and Equity) is a Respectful Workplace Campaign in the construction trades designed to provide all workers with the tools and support necessary to create and maintain a safe, inclusive, and productive environment for everyone. Rise Up provides industry best practice workplace consulting and training to help contractors and sub-contractors create an environment of productivity, safety, and equity in construction management on the work site. Check out their website for Job Box Talks and other resources.
- [RiseUp4Equity Job Box Talks](#)
- Safety & Health Empowerment for Women in Trades (SHEWT) partnered with other trade organizations in Washington to do a study to better understand the health and safety risks affecting tradeswomen at work. You can find a summary of their findings [here](#).
- [Women in Construction: Personal Protective Equipment](#), USDOL

Strategic Workforce Development and Building Tomorrow's Highway Construction Workforce

- [FHWA's Highway Construction Workforce Partnership - Strategic Workforce Development Toolkit](#)
- [Highway Construction Workforce Playbook: Identify, Train, Place](#)
- [Build Your Future \(BYE\) - Construction Careers](#)
- [AGC-VT Vermont Construction Jobs and Job Board](#)

✓ **Create an inclusive work environment:**

- Make sure your EEO Officer has access to quality training. Consider sending them to a [EEOC Training Institute](#) seminar or conference
- Develop strong policies and reporting systems related to workplace behavior expectations and ensure employees know about them and follow them. [EEOC Employer Checklists](#)
- Follow these [Employee Training Tips](#) from the EEOC.
- Use these [EEO Interviewing Guidelines](#)
- Train supervisors on how to respond when discrimination or harassment occurs on the project site.
- Train all workers on how to support each other and “call out” harassment when it happens. One example of this strategy is the “Green Dot” bystander intervention program. Researchers in Oregon are looking at how they can adapt it to the construction trades. See the report authored by Jessy Lyons and Lea Hegge for more information click [here](#).
- When working with subcontractors, make sure their workforce knows what behavior is expected on the project.
- Survey your employees on a regular basis to assess the extent to which harassment is experienced on the projects and in the office. You may find the survey questionnaire used to evaluate the Green Dot program in Oregon helpful. Refer to pages 26-28 of this [evaluation report](#).
- Take steps to reduce the feeling of isolation among women and minorities to curb hostile attitudes and behavior. Make sure there is more than one underrepresented employee assigned to a project.
- Consider starting a peer mentorship program or peer support groups. Use the tips provided by Oregon Tradeswomen, Inc. in [Mentoring and Mentorship that Works for Tradeswomen](#).
- Design benefits packages that are responsive to family needs. Provide access to dependent

care referral services and flexible spending accounts.

- Look at what is posted on the walls of your home office - are women, minorities and other underrepresented groups reflected?

✓ **Provide Sexual Harassment and Gender Equity Training Early and Often:**

- **Sexual Harassment Online Training:**

- Grovo: Modern Sexual Harassment Training: Empowering Real Change:
<https://www.grovo.com/a-modern-approach-to-sexual-harassment-training>

- **Other Online Sexual Harassment Training: EEOC-Youth at Work: Explores discrimination and harassment based on race, skin color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age and disability; also addresses retaliation.** This is a broader training and includes other forms of discrimination and harassment beyond sexual harassment but has good examples and discussion. It's designed for young people just entering the workforce, but the content applies to the entire workforce and is pretty easy to follow.

- Complete video (25 minutes):
https://www.eeoc.gov/sites/default/files/migrated_files/youth/videos/youthatwork.mp4
- Fact Sheet – Sexual Harassment is Against the Law:
https://www.eeoc.gov/sites/default/files/migrated_files/youth/downloads/sexual_harassment.pdf

- **Additional Gender Equity Videos: (Each are just a few minutes in length)**

- **Gender Bias in Employment:** <https://www.youtube.com/watch?v=qE-vJ067xqg>
- **48 Things Women Hear in a Lifetime:**
<https://www.facebook.com/HuffPostWomen/videos/955994504468603/>
- **The Man Box:** <http://www.acalltomen.org/homepagefeatures-all/2017/7/21/what-is-the-man-box>
- **#Like a Girl:** <https://www.youtube.com/watch?v=XjQBJWYDTs>
- **Inspire Her Mind:** <https://www.youtube.com/watch?v=QZ6XQfthvGY>
- **You Don't Say Campaign:** https://www.huffpost.com/entry/duke-you-dont-say-campaign-photos_n_5199334?ncid=fbklnkushpimg00000046&ir=Women

- **Other Sexual Harassment Resources:**

- State of Vermont - Workplaces for All – Sexual Harassment:
 - Website: <https://workplacesforall.vermont.gov/about/what-sexual-harrassment>
 - Guidebook: https://workplacesforall.vermont.gov/sites/workplacesforall/files/documents/VCW_Guidebook_V5_10_18_FINAL.pdf
- ✓ **Be strategic with your marketing** – Review your website and other promotional materials to see if they reflect a diverse workforce. Do you include photos of women and minority workers? Do you include a statement that you are an equal employment opportunity employer? Or a statement that you are committed to hiring a diverse workforce? It is likely that people who are thinking about applying for positions will look at your website. Including these statements and photos may reassure women and minorities that they are welcome at your company.
- ✓ **Create and keep a great reputation** – If you build a reputation for valuing differences and providing an inclusive work environment, you will attract quality job applicants. This will lead to greater commitment and higher productivity from your employees.

RECRUITMENT STRATEGIES

- Build relationships with organizations and educational institutions who are likely to know qualified, underrepresented individuals who would be good candidates for your openings. Consider making a presentation to their participants/students about your company and the highway construction industry. The more you interact with partners, the more they will think about you when they come across someone who might be perfect for your company. Consider reaching out to colleges and technical schools that offer construction courses, social service organizations who serve women and/or minorities, churches/faith organizations, and other local community organizations. See pages 5-9 for Vermont referral sources.
- Contact local employers who hire seasonal workers during the winter months (i.e. ski industry, fuel delivery and snow removal companies) to see if there is an opportunity to speak with their workforce about your hiring needs for the summer months. This may be a win-win-win situation for both the employers and the workers.
- Participate in an established job fair or hold your own hiring event. The Vermont Career Resource Centers sponsor job fairs all over the state and will work with you to hold your own hiring event in their regional offices. See page 6 for the Career Resource Center contact information. Many of the area colleges hold job fairs in the springtime, including [Vermont State University](#) who has an academic program in construction management.
- If you need drivers, reach out to the Employment Diversity in Highway Construction (EDHC) program at (802) 917-8388 or email [Karen Brouillette](#). We've had hundreds of women and minorities receive funding from our office to help them earn their CDL. You can also contact the six licensed CDL schools directly. See page 7 for CDL school contact information.
- Feed the pipeline – partner with local schools and talk with students about the benefits of working in the industry. Host field trips to your offices or to job sites for schools or non-profit organizations who serve a diverse student body. Invite minority and female employees to represent the company at these events.

ADVERTISING TIPS

Consider the following when preparing to advertise:

- Include EEO language (i.e. An Equal Opportunity Employer) and consider including a statement about how your company values diversity.
- If you are adding photos to the advertisement, make sure to include women and/or minority workers in the photos.
- Include testimonials from current women and minority workers about how they enjoy working for your company.
- Try to put yourself in the candidate's position - what language/images would peak their interest?
- Get feedback on your advertisements from current employees.
- When you are deciding where to post flyers and ads for open positions, think outside the box! Post flyers in places like community centers, libraries, laundromats, childcare centers, farming supply stores, ethnic food stores and restaurants.
- Test your job ads. Find a digital copy of the last job ad you wrote. Highlight the text, right-click and copy it in its entirety. Use the website [Gender Decoder](#) and paste your job ad into the text box provided. The "Gender Decoder" will then tell you whether your job ad is feminine-coded (i.e. if your job ad is written with more of a leaning towards a female candidate), masculine-coded (i.e. if your job ad is written with more of a leaning towards a male candidate) or neutral (i.e. if your job has no leaning towards male or female candidates), based on the language you used to construct it.
- Make sure to save copies of your advertisements and when and where you placed them. You may be asked to provide them in a compliance review.

PRINT & RADIO ADS

Be strategic when advertising your positions. Find publications and other media that reach your target audience:

- Newspapers or newsletters (electronic or hardcopy) circulated in specific communities or neighborhoods. See page 9 for a list of print and online newspapers and newsletters by county.
- Local radio stations (one contractor told us that they reached qualified female candidates by advertising on a country radio station)
- Local television programming
- Church/Faith Organization publications
- School/College newspapers and other media
- Social service organization publications
- Some contractors have found success advertising in hunting or car-selling magazines like Auto Trader.

ONLINE ADVERTISING - (also see pages 11 for a list of Vermont online newspapers and newsletters)

Vermont Department of Labor's (VDOL) Job Link

Employers can advertise open positions for free on the [VDOL Job Link](#) website or contact the regional Career Resource Center (see page 6) near you for more information.

Vermont Works for Women Job Board

Vermont Works for Women is a non-profit organization helping women and girls recognize their potential and explore, pursue, and excel in work that leads to economic independence. They have a job bank that is

geared to jobs and opportunities in non-traditional careers for women. Employers can post positions for free. Visit [Vermont Works for Women VT Job Bank](#) for more information.

Helmets to Hardhats (H2H)

H2H helps military service members successfully transition back into civilian life by offering them the means to secure a quality career in the construction industry. Employers can register to post jobs [here](#):

Craigslist.org

Craigslist remains one of the largest and most successful job boards in the world. Its hyper-local functionality and affordability make it a great option for online recruitment. See [Craigslist’s Job Ads Guide](#) for more information.

Facebook

If your company already has a Facebook account, using it to recruit new employees is an excellent and affordable advertising option. Facebook allows you to select the specific demographics and geographic range of your advertising and you choose the budget that you wish to spend, so you won’t be surprised by any unexpected costs. Because Facebook also owns Instagram, this process will allow you to put ads on Instagram. Visit the [Facebook Ads Guide](#) for more information.

LinkedIn

LinkedIn offers the ability to create online job postings to advertise open positions at your company. These can be searched by job seekers throughout the LinkedIn network. Go to [LinkedIn’s](#) website for more information on posting a job.

Online Job Post Sites

You may also consider setting up an account with a recruitment / job posting site, such as [Indeed.com](#) or [Monster.com](#). Pricing for these services vary.

NEED MORE HELP?

Feel free to contact the VTrans Office of Civil Rights & Labor Compliance at (802) 917-8388. We are happy to brainstorm, and problem solve with you.

RECRUITMENT RESOURCES

Organizations Serving Women and Minorities	
Abenaki Nation – Maquam Bay of Missisquoi 100 Grand Avenue Swanton, VT 05488	Phone: 802.868.2559 Email: louise.larivee@abenakination.com
Association of Africans Living in Vermont 20 Allen Street, 3 rd floor Burlington, VT 05402	Phone: 802.881.0521 Email: info@aalv-vt.org
Northlands Job Corps Center 100 A MacDonough Drive Vergennes, VT 05491	Phone: 802.733.5627
ReSOURCE YouthBuild Burlington: Phone: 802.857.4364	Barre: Phone: 802.355.2790

Vermont Refugee Resettlement Program 462 Hegeman Avenue, Suite 101 Colchester, VT 05446	Phone: 802.655.1963 Email: crp@uscrvt.org
Vermont Partnership for Fairness and Diversity 18 Town Crier Drive Brattleboro, VT 05301	Phone: 802.254.2972 Email: info@vermontpartnership.org
Vermont Works for Women 32A Malletts Bay Avenue Winooski, VT 05404	Phone: 802.655.8900
Vermont Commission on Women 126 State Street, #6801 Montpelier, VT 05633	Phone: 802.828.2851 Email: VCW.info@vermont.gov

<u>Career Resource Centers</u>	
Barre Resource Center McFarland State Office Building 5 Perry Street, Suite 200 Barre, VT 05641 Phone: 802.476.2600	Rutland Resource Center 88 Merchants Row, 2 nd Floor Rutland, VT 05701 Phone: 802.786.5837
Bennington Resource Center 200 Veterans Memorial Drive, Suite 2 Bennington, VT 05201 Phone: 802.442.6376	St. Albans Resource Center 27 Federal Street, Suite 100 St. Albans, VT 05478 Phone: 802.524.6585
Brattleboro Resource Center 28 Vernon Street Suite 212 Brattleboro, VT 05301 Phone: 802.254.4555	St. Johnsbury Resource Center 1197 Main Street, Suite 1 St. Johnsbury, VT 05819 Phone: 802.748.3177
Burlington Resource Center 63 Pearl Street Burlington, VT 05401 Phone: 802.863.7676	Springfield Resource Center 56 Main Street., Suite 101 Springfield, VT 05156 Phone: 802.289.0999
Middlebury Resource Center 156 South Village Green Middlebury, VT 05753 Phone: 802.388.4921 Fax: 802.388.4630	White River Junction Resource Center 118 Prospect Street, Suite 302 White River Jct., VT 05001 Phone: 802.295.8805

<p>Morrisville Resource Center Satellite Location Phone: 802.888.4545</p>	<p>Vermont DOL Job Link www.vermontjoblink.com</p>
<p>Newport Resource Center Emory E. Hebard State Office Building 100 Main Street, Suite 120 Newport, VT 05855 Phone: 802.334.6545</p>	

<p><u>HireAbility Vermont</u> - Job placement initiative for VocRehab Vermont</p>	
<p>Barre Office 5 Perry Street, Suite 100 Barre, VT 05641 Phone: 802.279.7802</p>	<p>Newport Office 100 Main Street, Ste. 120 Newport, VT 05855 Phone: 802.793.8309</p>
<p>Bennington Office 200 Veterans Memorial Drive Bennington, VT 05201 Phone: 802.404.7405</p>	<p>Rutland Office 190 Asa Bloomer Building Rutland, VT 05701 Phone: 802.305.0075</p>
<p>Brattleboro Office 28 Vernon Street, Ste. 400 Brattleboro, VT 05301 Phone: 802.430.4380</p>	<p>St. Albans Office 27 Federal Street St. Albans, VT 05478 Phone: 802.370.5023</p>
<p>Burlington Office 110 Cherry Street, Suite 2-1 Burlington, VT 05401 Phone: 802.370.5023</p>	<p>St. Johnsbury Office 1016 US Route 5 St. Johnsbury, VT 05819 Phone: 802.289.4622</p>
<p>Middlebury Office 156 South Village Green Middlebury, VT 05753 Phone: 802.343.4698</p>	<p>Springfield Office 100 Mineral Street, Suite 308 Springfield, VT 05156-2306 Phone: 802.952.8965</p>
<p>Morrisville Office 63 Professional Drive Morrisville, VT 05661 Phone: 802.793.8309</p>	<p>White River Junction Office 118 Prospect Street, Suite 201 White River Jct., VT 05001 Phone: 802.447.2781</p>
<p>CDL Schools</p>	

<p><u>Giroux General Transport</u> 3472 Airport Road Barre, VT 05641 802.476.4679</p>	<p><u>Southwest Vermont Career Development Center</u> 321 Park Street Bennington, VT 05201 802.447.0220</p>
<p><u>Northeast Driver Training</u> 446 Missing Link Road Chester, VT 05143 802.463.9194</p>	<p><u>Pro Driver Training</u> 999 Sampsonville Road Enosburg Falls, VT 05450 802.582.6103</p> <p>60B Gonyeau Road Milton, VT 05468 802.893.4955</p>
<p><u>Precision Driver Training School</u> 19 Simino Lane Irasburg, VT 05845 802.754.2842</p>	<p><u>Stafford Driver Training School</u> 8 Stratton Road Rutland, VT 05701 802.770.1178</p>

Vermont Regional Career and Technical Centers	
<p><u>Burlington Technical Center</u> 29 Church Street LL Burlington, VT 05401 802.864.8426</p>	<p><u>Patricia A. Hannaford Career Center</u> 51 Charles Avenue Middlebury, VT 05753 802.382.1012</p>
<p><u>Central Vermont Career Center</u> 155 Ayers Street Barre, VT 05641 802.476.4811</p>	<p><u>Randolph Technical Career Center</u> 17 Forest Street Randolph, VT 05060 802.728.9595</p>
<p><u>Center for Technology</u> 3 Educational Drive Essex Junction, VT 05452 802.879.5558</p>	<p><u>River Bend Career & Technical Center</u> 36 Oxbow Drive, PO Box 618 Bradford, VT 05033-0618 802.222.5212</p>
<p><u>Cold Hollow Career Center</u> 184 Missisquoi Street, PO Box 530 Enosburg Falls, VT 05450 802.933.4003</p>	<p><u>River Valley Technical Center</u> 307 South Street Springfield, VT 05156 802.885.8300</p>
<p><u>Green Mountain Technology & Career Ctr.</u> 738 Route 15 West, PO Box 600 Hyde Park, VT 05655-0600 802.888.4447</p>	<p><u>St. Johnsbury Academy</u> 1000 Main Street, PO Box 906 St. Johnsbury, VT 05819 802.748.8171</p>
<p><u>Hartford Area Career & Technology Center</u> 1 Gifford Road White River Junction, VT 05001 802.295.8630</p>	<p><u>Stafford Technical Center</u> 8 Stratton Road Rutland, VT 05701 802.770.1033</p>

<p><u>Lyndon Institute</u> 168 Institute Circle, PO Box 127 Lyndon Center, VT 05850 802.535.3636</p>	<p><u>SW Vermont Regional Technical Center</u> 321 Park Street Bennington, VT 05201 802.447.0220</p>
<p><u>North Country Career Center</u> 209 Veterans Avenue, PO Box 725 Newport, VT 05855 802.334.5469</p>	<p><u>Windham Regional Career Center</u> 53 Green Street Brattleboro, VT 05301 802.257.3730</p>
<p><u>Northwest Technical Center</u> 71 South Main Street St. Albans, VT 05478 802.527.0614</p>	

Newspapers / Newsletters by County	
Addison County	
<ul style="list-style-type: none"> ▪ Addison County Independent (Middlebury) 	
Bennington County	
<ul style="list-style-type: none"> ▪ Bennington Banner 	
Caledonia County	
<ul style="list-style-type: none"> ▪ Caledonian Record 	
Chittenden County	
<ul style="list-style-type: none"> ▪ Burlington Free Press ▪ Colchester Sun ▪ The Essex Reporter 	<ul style="list-style-type: none"> ▪ Milton Independent ▪ Shelburne News
Franklin / Grand Isle Counties	
<ul style="list-style-type: none"> ▪ St. Albans Messenger 	<ul style="list-style-type: none"> ▪ The Islander Newspaper
Orange County	
<ul style="list-style-type: none"> ▪ The Herald 	<ul style="list-style-type: none"> ▪ Journal Opinion (Bradford)
Orleans County	
<ul style="list-style-type: none"> ▪ The Barton Chronicle 	<ul style="list-style-type: none"> ▪ The Newport Daily Express
Rutland County	
<ul style="list-style-type: none"> ▪ Mountain Times (Killington) 	<ul style="list-style-type: none"> ▪ Rutland Herald
Washington County	
<ul style="list-style-type: none"> ▪ The Barre-Montpelier Times Argus ▪ The Bridge (Central Vermont) ▪ Stowe Reporter 	<ul style="list-style-type: none"> ▪ Valley Reporter (Waitsfield) ▪ Waterbury Record ▪ The World
Windham County	
<ul style="list-style-type: none"> ▪ Brattleboro Reformer ▪ The Commons 	<ul style="list-style-type: none"> ▪ Deerfield Valley News
Windsor County	
<ul style="list-style-type: none"> ▪ The Chester Telegraph 	<ul style="list-style-type: none"> ▪ Valley News (White River Jct.)
Statewide	
<ul style="list-style-type: none"> ▪ Front Porch Forum (can target individual towns) 	<ul style="list-style-type: none"> ▪ Seven Days

WORKPLACE CIVILITY AND UNCONSCIOUS BIAS RESOURCES

- Christine Porath:
 - [How Incivility Shuts Down Our Brains At Work](#) (video – 8 min, 34 sec)
 - [What is Incivility](#) (video – 3 min, 29 sec)
 - [Workplace Civility Self-Assessment](#)
- [Ouch! That Stereotype Hurts:](#)
- Dignity and Respect Campaign:
 - [Website](#)
 - [Campaign Intro video](#)
- [Harvard's Implicit Bias Test](#) (Project Implicit)
- [Unconscious Bias at Work – Making the Unconscious Conscious](#)
- Google's Unconscious Bias Effort [Set an Example for the HR World](#) (Unbiasing)
- [Business Insider – Say Nothing](#)
- [Recognizing Microaggressions and the Messages They Send](#)
- [Unconscious Bias and Microaggressions in the Workplace Curriculum](#)

SHORT VIDEO CLIPS:

- [A Call for Civility:](#) (1 min, 40 sec)
- [Six Ways to Build a Respectful Workplace](#) (4 min, 17 sec)
- RSA Shorts: Brene Brown, [The Power of Empathy](#) (2 min, 53 sec)
- [Android – Be Together, Not the Same](#) (1 min)
- [All That We Share](#) (3 min)
- [Worlds Apart:](#) (4 min, 25 sec)
- [Social Conformity – Brain Games](#) (3 min, 39 sec)
- [Are Some Jobs Only For Women?](#) Gender Bias in Employment (3 min, 26 sec)
- [#Like A Girl](#) (3 min, 18 sec)
- [Bystander Intervention](#) (2 min, 57 sec)
- [Bagels & Accents](#) (1 min, 19 sec)
- [Where Are You From](#) (2 min, 20 sec)
- [The Myth of Race](#) (3 min, 7 sec)
- [A Bad Japanese Accent](#) (5 min)

TED TALKS:

- [The Danger of the Single Story - Chimamanda Ngozi](#)
- [What Does My Headscarf Mean to You?](#)
- [Teaching Bystanders to Intervene](#)
- [Bystander Intervention for Good](#)
- [Color Blind or Color Brave](#)

- [I Am Not Your Asian Stereotype](#)
- [How to Overcome Our Biases – Walk Boldly Towards Them](#)

FOR MORE INFORMATION, PLEASE CONTACT:

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