



# 2021

## ANNUAL REPORT

On-the-Job Training Program  
Office of Civil Rights



**N.C. DEPARTMENT OF TRANSPORTATION  
FEDERAL HIGHWAY ADMINISTRATION**

**RECRUIT. TRAIN. RETAIN. GROW.**

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## Annual Summary 2021

The Federal Highway Administration (FHWA), as directed by the United States Code of Federal Regulations (CFR) Title 23, requires all state highway agencies to establish and utilize On-the-Job (OJT) Programs on Federal-aid funded highway construction projects.

### NCDOT OJT Program Areas

**Contractor Goal Setting and Utilization:** The North Carolina Department of Transportation administers a custom version of the Federal OJT Program, commonly referred to as the **Alternate OJT Program**. The flexibility of the Alternate OJT (A-OJT) Program allows a contractor to train employees on all types of projects. These projects can be Federal, State, and privately funded. However, the projects must be in North Carolina, and the training must meet the requirements outlined in the On-the-Job Training Manual. At the beginning of each calendar year, all contractors are informed of their annual training goal; at that time, the contractors agree with the Department to provide an On-the-Job Training program throughout the year. This agreement includes a specific number of annual training slots per contractor. This office assists in monitoring contractor goal obtainment and trainee completion of approved classifications.

The OJT Program is located within the NCDOT Office of Civil Rights (OCR). Currently, the OJT program consists of three (3) FTEs and one (1) temporary full-time (TF – currently open) position. In early 2021, two consulting firms assisted with OJT supportive services: BeNita Moore Consulting (BMC) and United Minority Contractors of North Carolina (UMCNC). Then, after a long contracting lapse, a sub-consultant (Fitly Joined Together) and one to two employees of Volkert provided these field case management supportive services for trainees and contractors via a Limited Services Contract.

During the calendar year 2021, NCDOT experienced a continued slowdown in construction due to spending restrictions. The slowdown in construction – along with COVID-19 continuing through the year – directly and negatively impacted NCDOT OJT and SS program activities such as starting even more Highway Construction Highway Academy and other training programs, including Advanced Training; a decrease in A-OJT trainee enrollment; and the ability to sponsor/participate in Construction Career Exposure, Engagement, Education Development (CEEED) events during the entire year. The following pages present the A-OJT program outcomes.

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Tunya Smith  
Office of Civil Rights Director, NCDOT

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Tim Moore  
OJT Manager

## Mission Statement

The mission of the NC Department of Transportation's On-the-Job Training Program is to work with and support the State's Highway Construction Industry in establishing, developing, and maintaining a skilled diverse workforce that will fulfill the present and future needs of the highway construction industry while increasing minority and female participation in the program.

The OJT Program's goals are to:

- Train and upgrade minorities, women, and disadvantaged persons to journeyman level status in the highway construction industry
- Establish a plentiful and well diverse pool of skilled workers for the highway construction industry
- Demonstrate that equal opportunity exists in the highway construction industry



## SECTION 1

## 2021 STATEWIDE A-OJT TRAINEE GOALS

### Quick Glance

- ✓ 103 Participating Contractors
- ✓ 33 Contractors with an assigned trainee goal
- ✓ 5 Contractors without an assigned goal enrolled a trainee
- ✓ Annual Trainee Goal of 111
- ✓ 144 trainees enrolled, exceeding the annual goal by 30%
- ✓ Wooten (24 trainees) earned top trainee enrollment honors for a second year

### 2021 Contractor Enrollment Score Card

Contractor Name	Goal	Number of Trainees Enrolled
ALS OF NORTH CAROLINA LLC	0	0
AMERICAN CIVIL CONSTRUCTORS' WEST COAST	0	0
AMERICAN CONTRACTING & SERVICES INC	0	0
APAC – ATLANTIC INC THOMPSON ARTHUR DIVI	1	2
APAC ATLANTIC INC DBA HARRISON CONSTRUCT	2	3
APPLE TUCK & ASSOCIATES INC	0	
ARCHER WESTERN CONSTRUCTION LLC	0	2
ARCHER WRIGHT JV	5	7
ASPHALT PAVING OF SHELBY INC	0	
BALFOUR BEATTY   BRANCH A JOINT VENTURE	2	2
BALFOUR BEATTY INFRASTRUCTURE INC	8	7
BARNHILL CONTRACTING CO	4	6
BLYTHE BROTHERS ASPHALT CO LLC	0	
BLYTHE CONSTRUCTION INC	10	11
BLYTHE DEVELOPMENT CO	2	5
BMCO CONSTRUCTION, INC.	0	
BOGGS CONTRACTING INC	0	
BOLLINGER SHIPYARDS LLC DBA BOLLINGER SH	0	
BRANCH CIVIL INC	3	5
BROOKS BERRY HAYNIE & ASSOCIATES, INC.	0	
BROWE CONSTRUCTION COMPANY	0	
BUCHANAN AND SONS' INC	0	
BUCKEYE BRIDGE LLC	0	
BULLINGTON CONSTRUCTION INC	0	
Carl Rose and Sons (Self Enrolled)	0	1
C M LINDSAY & SONS INC	0	
CAROLINA SUNROCK LLC	1	5

CIVIL WORKS CONTRACTING LLC	0	
CLECO CORPORATION	0	
COASTAL GUNITE CONSTRUCTION COMPANY	0	
CONRAD SHIPYARD LLC	0	
CONTI ENTERPRISES INC	0	
CROWDER CONSTRUCTION COMPANY	1	1
DANE CONSTRUCTION INC	0	
DELLINGER INC	0	
DIAMOND SURFACE INC	0	
DLB ENTERPRISES LLC	0	
EASTERN STRUCTURES LLC	0	
ES WAGNER COMPANY LLC	0	
ES WAGNER COMPANY LLC/SMITH-ROWE LL	2	2
FLATIRON BRANCH CIVIL A JOINT VENTURE	6	10
FLATIRON CONSTRUCTORS' INC	2	2
FLATIRON CONSTRUCTORS' INC – BLYTHE DEVEL	3	5
FLUOR UNITED ASHEVILLE LLC	5	9
FREYSSINET, INC	0	
FSC II LLC DBA FRED SMITH COMPANY	2	4
FULCHER ELECTRIC OF FAYETTEVILLE INC	0	
GLF CONSTRUCTION CORPORATION	0	
GULF ISLAND SHIPYARDS LLC	0	
HIGHLAND PAVING CO LLC	0	
HUDSON PAVING INC	0	
J T RUSSELL & SONS INC	0	1
JAMES R VANNOY & SONS CONSTRUCTION COMPA	1	
JIMMY R LYNCH & SONS INC	0	
JOHNSON BROTHERS UTILITY & PAVING CO INC	0	
JSMITH CIVIL	1	1
LANFORD BROTHERS CO., INC.	0	
LYNCHES RIVER CONTRACTING INC	0	2
MAYMEAD INC	2	2
MCLEAN CONTRACTING CO	1	1
MOUNTAIN CREEK CONTRACTORS' INC	0	
NATIONAL BRIDGE BUILDERS LLC	0	
NHM CONSTRUCTORS LLC	0	
ONSLow GRADING & PAVING INC	0	
OWLE CONSTRUCTION LLC	0	
PCL CIVIL CONSTRUCTORS' INC	0	
PENHALL COMPANY	0	

PERFORMANCE SEALING & STRIPING INC	0	
PLT RBP JV CONSTRUCTION	0	
R E GOODSON CONSTRUCTION CO INC	0	
R. E. BURNS & SONS CO., INC.	0	
RALPH HODGE CONSTRUCTION COMPANY	0	
RILEY PAVING INC	0	1
ROGERS GROUP INC	1	1
ROSE BROTHERS PAVING CO INC	0	
S & C CONSTRUCTION LLC	0	
S T WOOTEN CORPORATION	16	24
SAFFO CONTRACTORS' INC	1	
SEALAND CONTRACTORS CORP	0	
SHARK TECH LLC DBA METAL SHARK	0	
SHARPE BROTHERS A DIVISION OF VECELLIO	0	
SITE DEVELOPMENT CORPORATION	0	
SLOAN CONSTRUCTION A DIVISION OF REEVES	0	
SLURRY PAVERS INC	0	
SMITH-ROWE, LLC	1	2
SOUTHERN ROAD & BRIDGE LLC	0	
THALLE CONSTRUCTION CO., INC.	2	4
THE LANE BLYTHE CONSTRUCTION JV	7	
THE LANE CONSTRUCTION CORPORATION	11	10
THE TARA GROUP OF LUMBERTON INC	0	
TITAN INDUSTRIAL SERVICES INC	0	
TRAFFIC CONTROL DEVICES INC	0	
TRIANGLE GRADING & PAVING INC	0	
TRP CONSTRUCTION GROUP LLC	0	
VECELLIO & GROGAN INC	3	
W C ENGLISH INCORPORATED	1	1
WATSON CONTRACTING INC	0	
WELLS BROTHERS CONSTRUCTION COMPANY INC	0	
WHITEHURST PAVING CO INC	0	
WNC PAVING, INC.	1	1
WORLD FIBER TECHNOLOGIES LLC	0	
WRIGHT BROTHERS CONSTRUCTION COMPANY INC	2	3
ZACHRY CONSTRUCTION CORPORATION	1	1
<b>Overall Result</b>	<b>111</b>	<b>144</b>

**Trainee Enrollment Demographics**

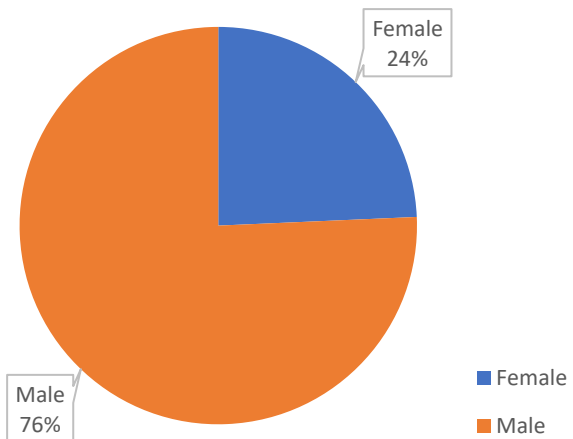
**Gender**

A total of 144 individuals were enrolled as participants in the North Carolina Department of Transportation Alternate OJT Program for 2021. Of that number 76% (n=109) self-identified as male, and the remaining 24% (n=35) self-identified as female. The annual outcomes have remained the same between 2020 and 2021. The goal for 2021 was to increase the enrollment of female to 50%. The number of males by major race/ethnic group was similar; Latinas lagged considerably in the female ranks.

**2021 Enrollment by Gender**

**2021 Enrollment (n=144)**

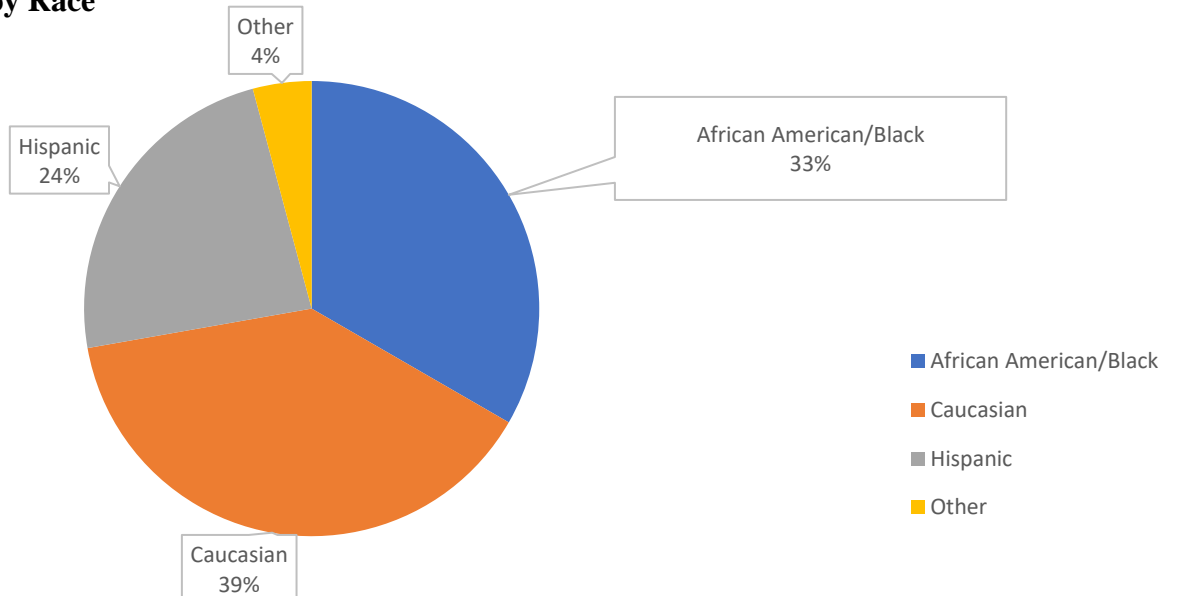
Trainee Race	Female	Male
African American/Black	15	33
Caucasian	15	41
Hispanic	2	32
Other	3	3
	<b>35</b>	<b>109</b>



**Race**

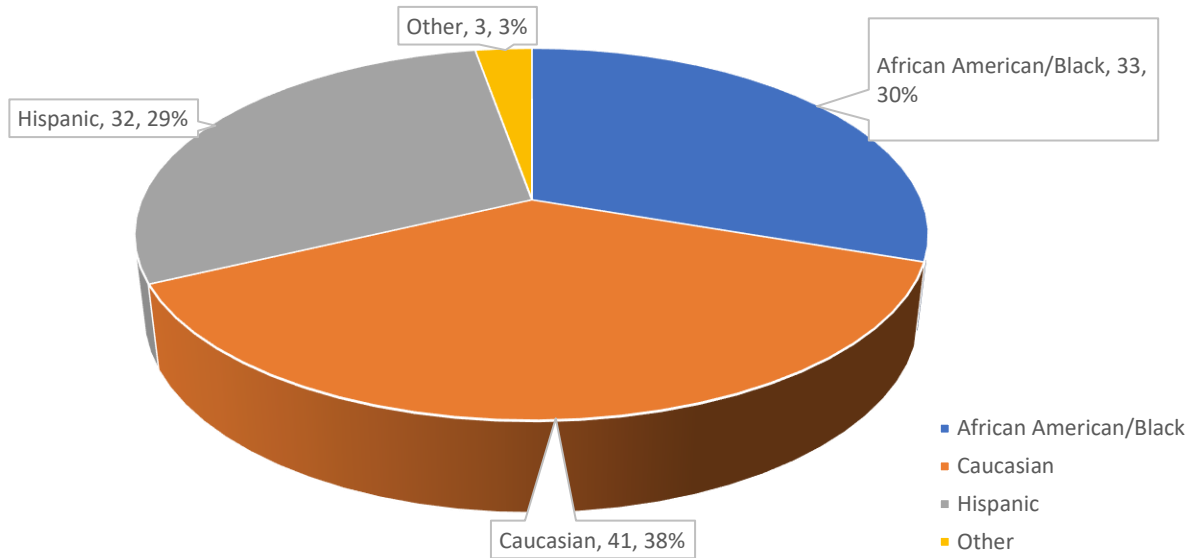
Between 2020 and 2021, there was a one percent increase in the number of enrollees that self-identified as Non-White. Although the jump from 60% in 2020 to 61% in 2021 fell short of the desired increase (65%), the outcomes are trending in the right direction.

**2021 Enrollment by Race**





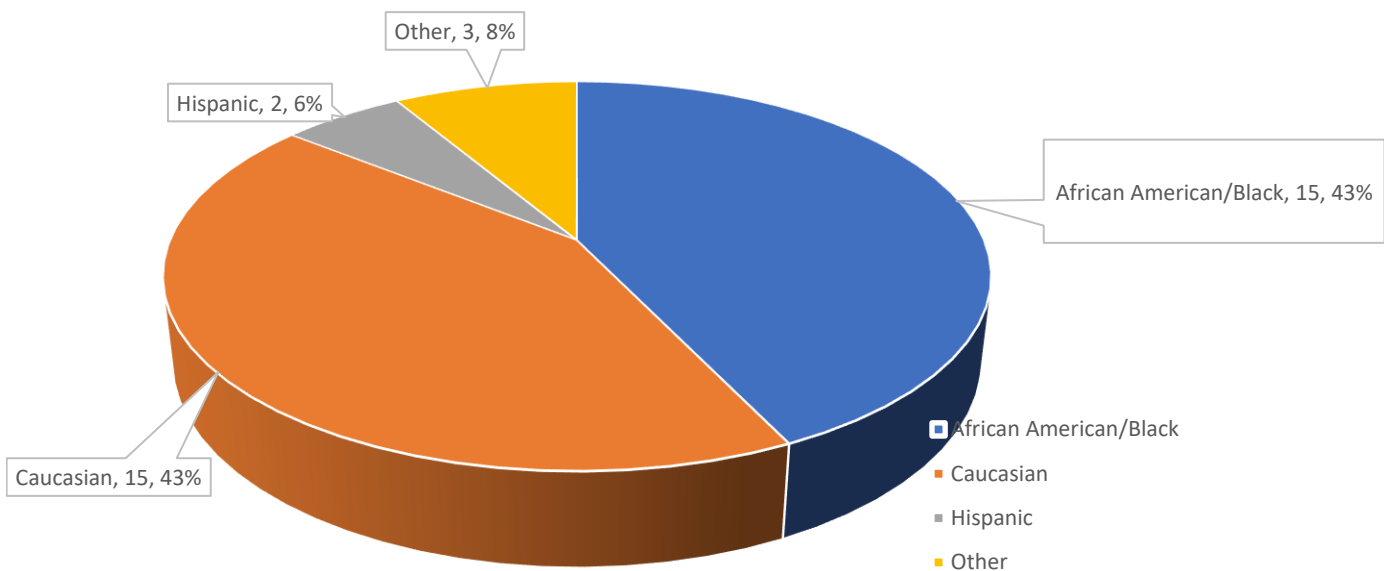
## 2021 Male Enrollment by Race



Of the enrolled males, 30% (n=33) identified as Black, 38% (n=41) as White (Non-Hispanic), and 29% (n=29) stated they were Hispanic. Male enrollment across the major racial/ethnic categories was similar.

Of the enrolled female trainees, 65% (n=37) reported being White (Non-Hispanic), while 18% (n=10) reported being Black, and 14% (n=8) said they were Hispanic. Latina participation lagged considerably. A goal for 2022 is to increase the participation of Black and especially Hispanic females.

## 2021 Female Enrollment by Race



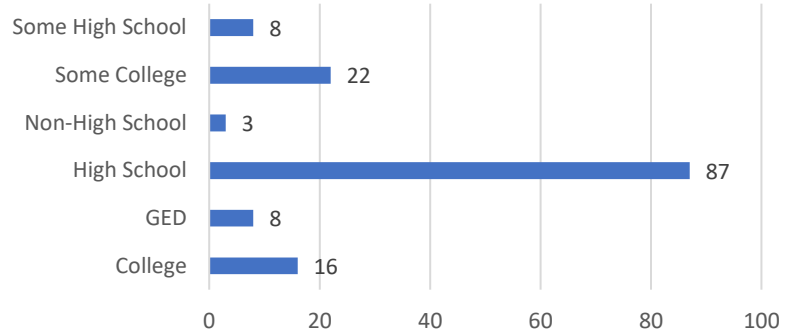
## Age and Education

The average age of a 2021 trainee was 32. Female trainees tended to be a bit younger than males, with an average age of 31.

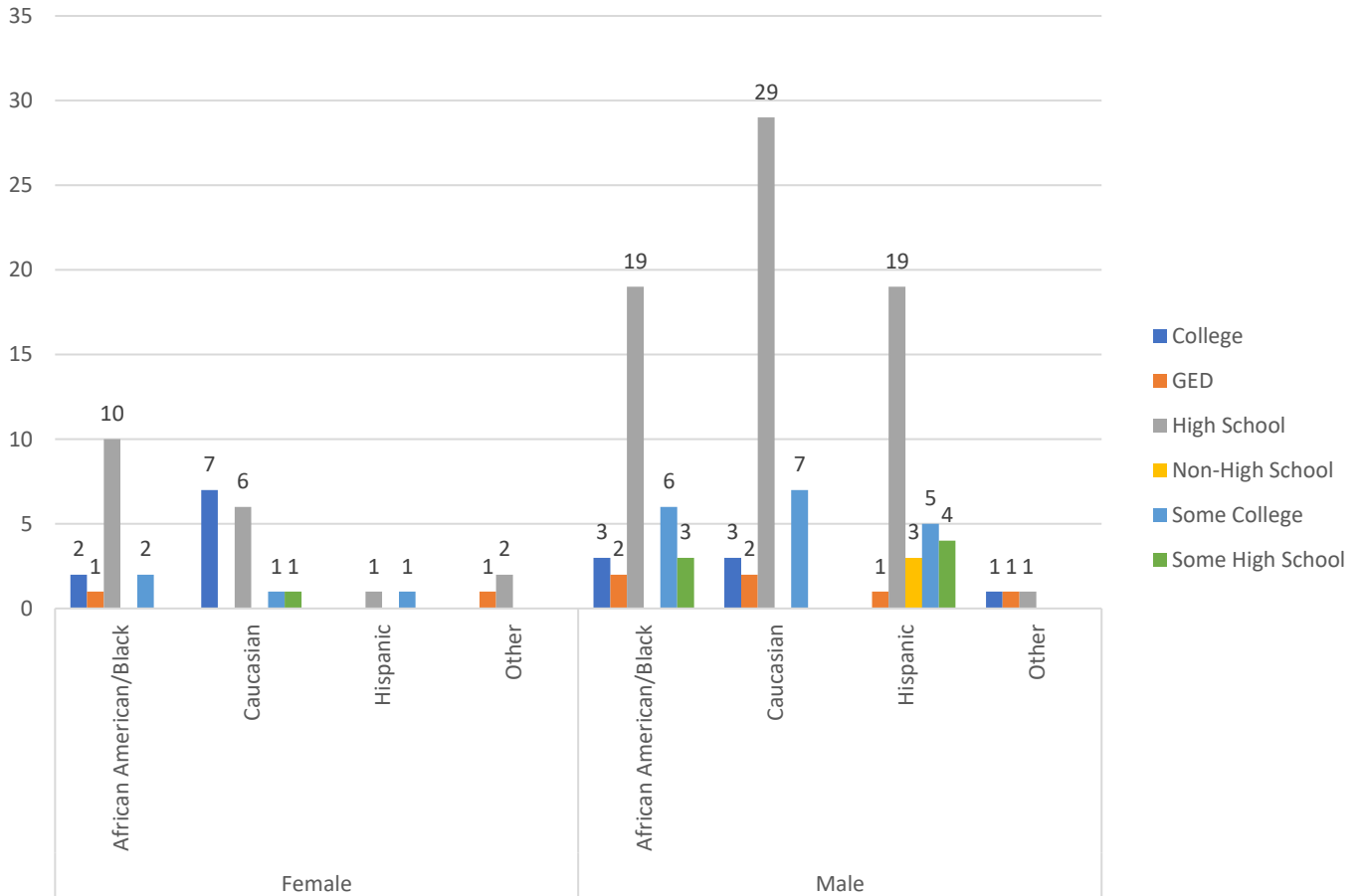
### 2021 Trainee Overall Education

- ✓ Graduated or some high school 66%
- ✓ Graduated or some college 26%
- ✓ All trainees except for 'female others' had some college

### 2021 Overall Educational Levels

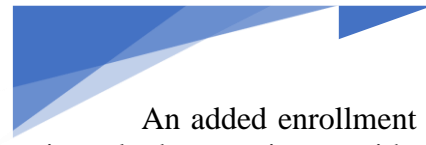
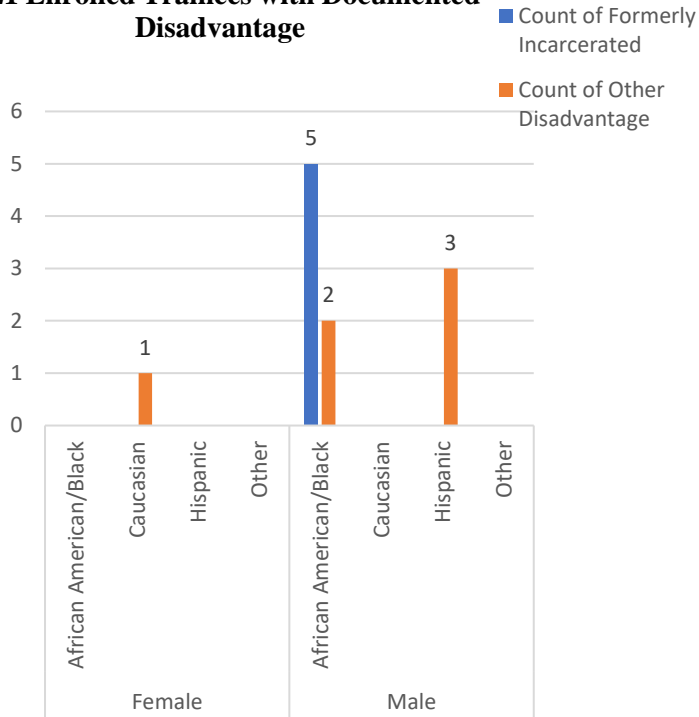


### 2021 Trainee Education Levels by Race and Gender



## Disadvantages

### 2021 Enrolled Trainees with Documented Disadvantage



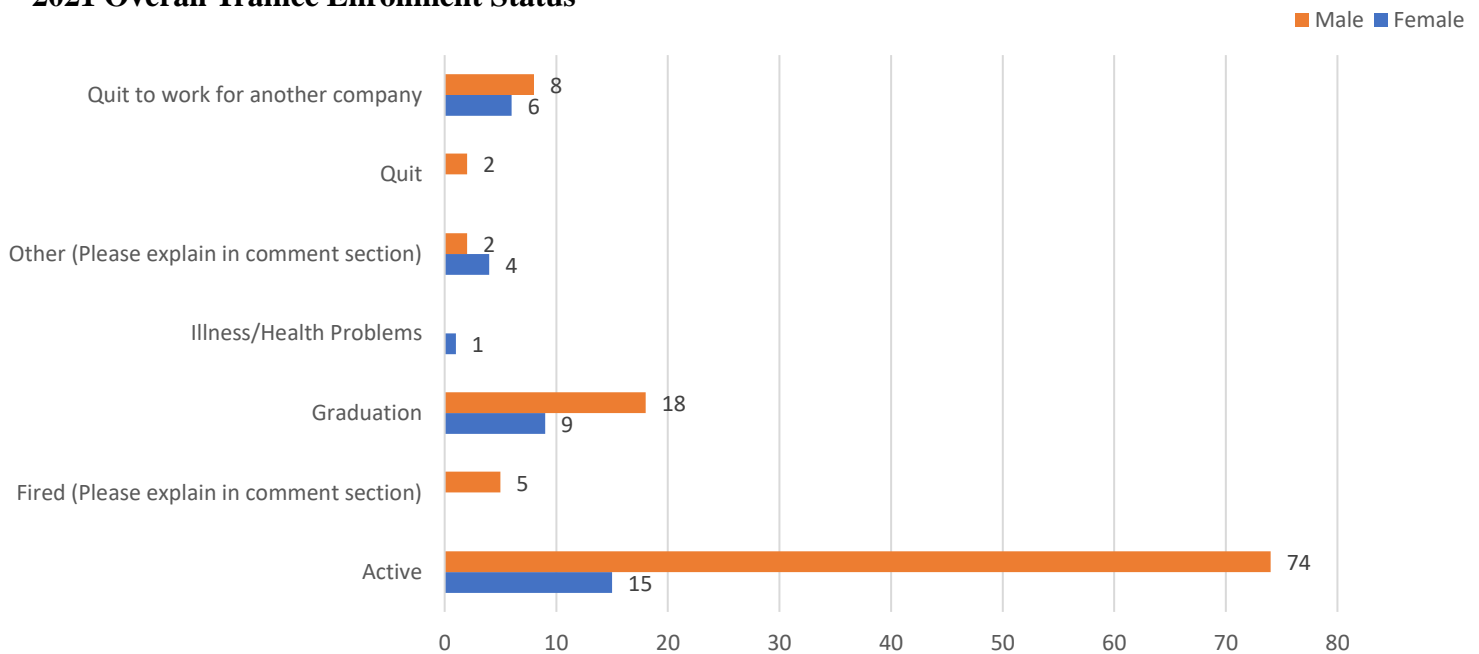
An added enrollment trend for 2021 is a look at trainees with a documented disadvantage. Disadvantages are divided into those previously incarcerated, and other. The category of other includes education, housing, veteran status, and residency in a Tier 1 community.

The number of trainees self-reporting a disadvantage accounts for 8 % (n=11) of the trainee enrollment. This number includes one female and ten males. All such males reported being Non-White/Caucasian.

## Enrollment Status

At the end of 2021, 61.8% (n=89) of the trainees enrolled during the year were still active. Of those actively enrolled, 83% (74) are males. The program graduated 19% (n=27) of trainees enrolled during 2021.

### 2021 Overall Trainee Enrollment Status



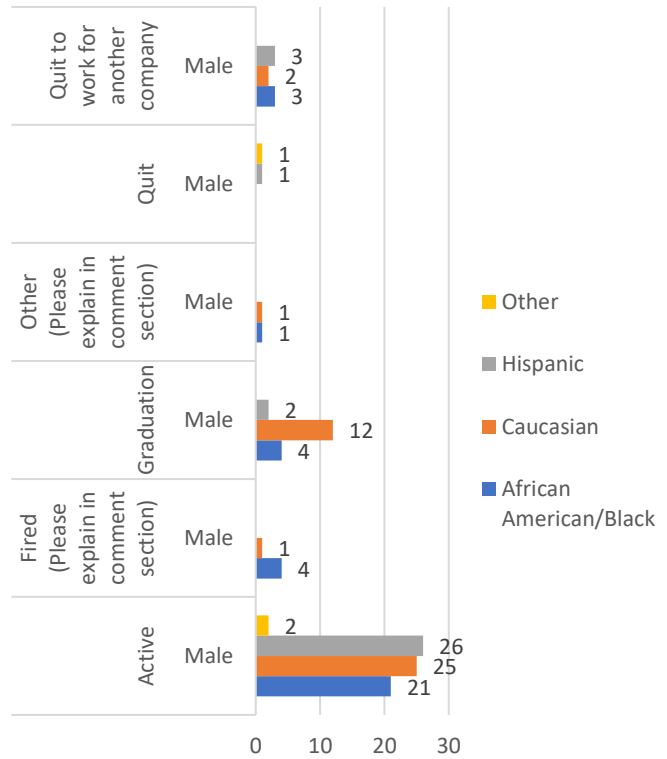


### Quick Facts Enrollment Status

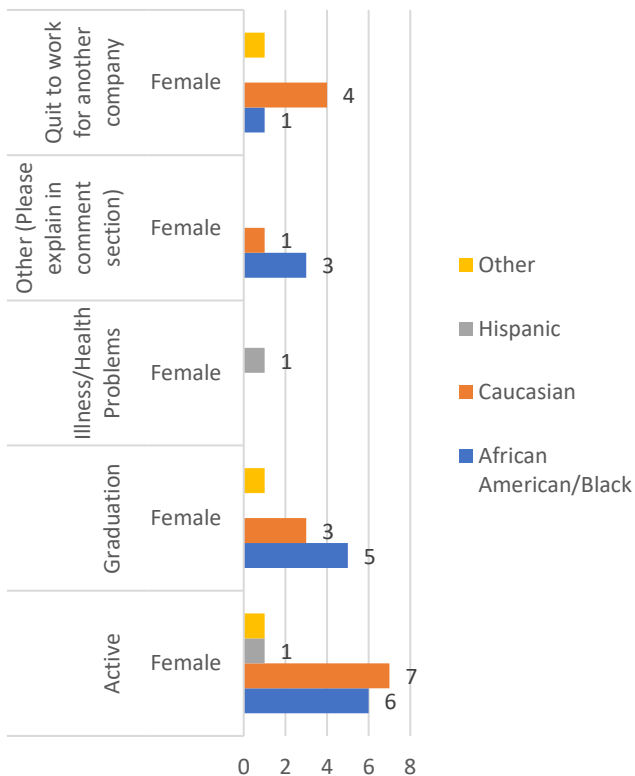
- ✓ Hispanic men led in active male enrollment
- ✓ Black women are number one in female graduation status
- ✓ No female trainees were fired in 2021
- ✓ 56% of 2021 trainees who graduated in 2021 were white
- ✓ 67% of 2021 graduates were male
- ✓ 25% (n=7) were completers of a Highway Construction Trades Academy
- ✓ 100 trainee initial interviews conducted
- ✓ 30 worksite and 27 completion interviews conducted



### 2021 Male Trainee Status by Race

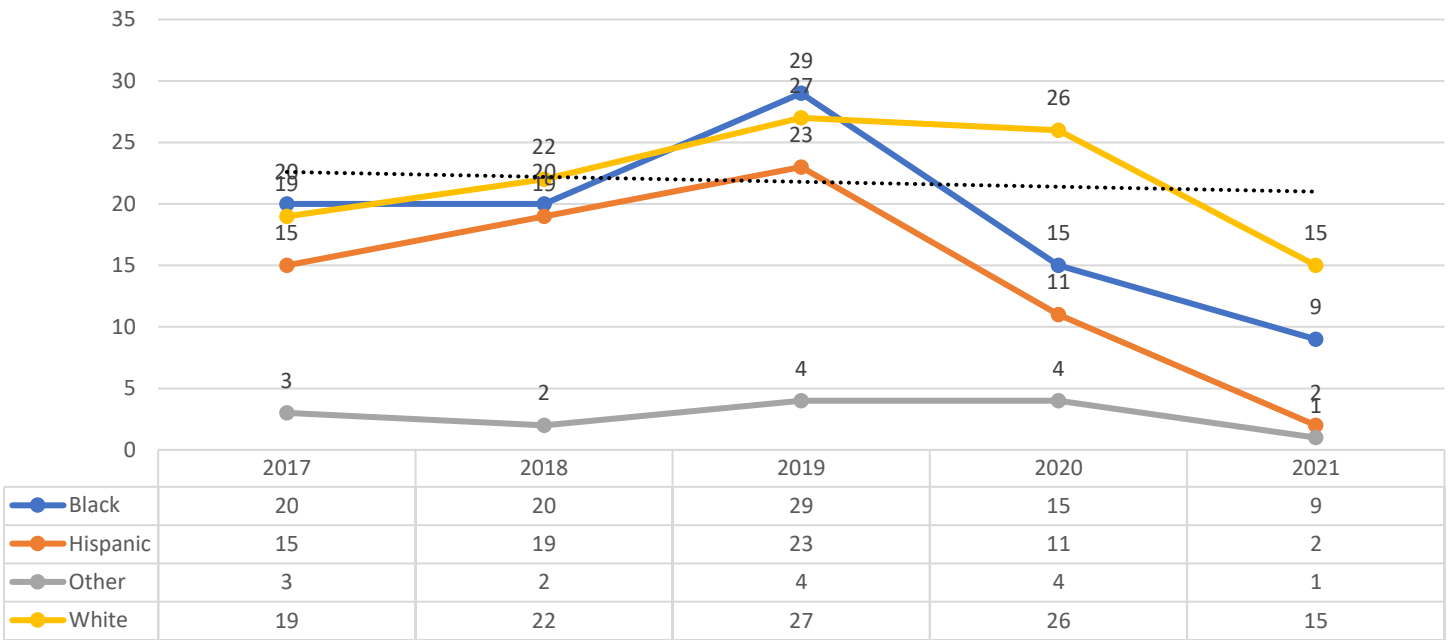


### 2021 Female Trainee Status By Race



As indicated by the graph below, annual OJT program completers from 2017 – 19 remained stable even across race and ethnicity. But beginning in 2020 and continuing into 2021, this total dropped precipitously – especially for minority trainees – due in part to the negative impacts that budget cuts and Covid had on OJT enrollments and participant training.

### 5 Year Completer Trend Analysis



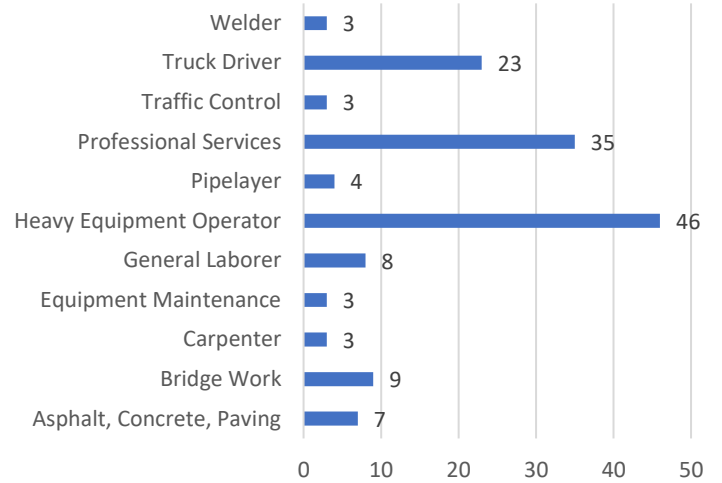
## Enrollment Classifications

During 2021, trainees enrolled in 11 different training categories. For the second year in a row, heavy equipment came in as the top training category. Training classifications categorized as professional services came in second, followed by truck driver.

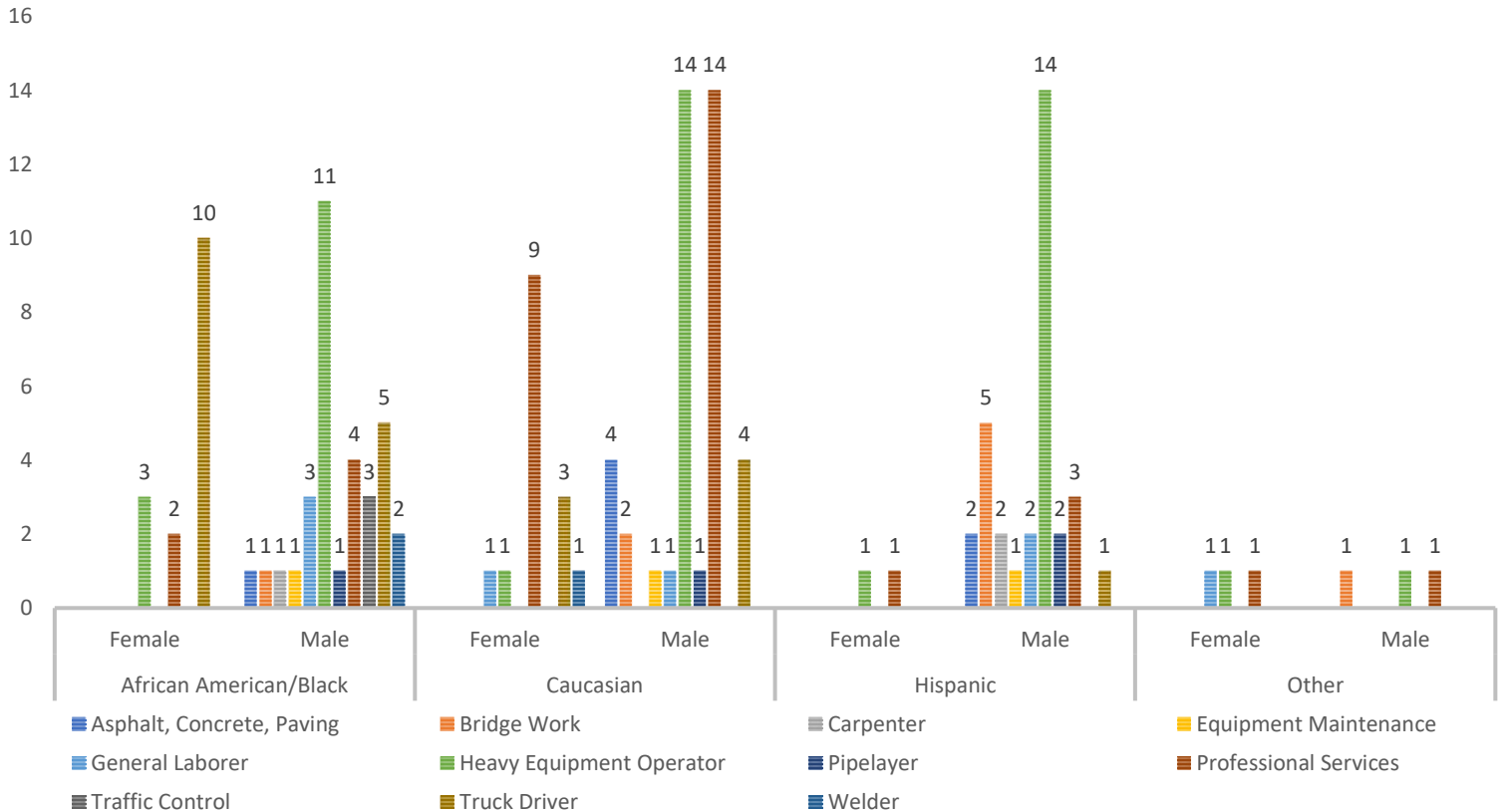
Professional Services topped as the enrollment classification for women, while heavy equipment operator led for men.

A goal for 2022 is to try and have more female OJT trainees enrolled in the specialty classifications outside of professional services.

### 2021 Overall Classification Enrollment



### 2021 Trainee Classification Enrollment by Race and Gender





④

Maintaining positive relationships with primes.

③

Connecting more Highway Construction Trade Academy completers to A-OJT trainee enrollment and/or Advanced Training opportunities.

②

Continued lack of data collection tools for ease in reporting and data driven decision-making.

①

Recruiting more Latinas and more women enrollments into higher pay specialty occupations.



2021 OJT GSU enrollment goal was exceeded by 30%

In-field SS case management consultants reinstated

Continued improvements to the SP data collection and program administration

HCTA completers again being hired into OJT

100% of agreements returned by contractors with OJT trainees

OJT trainee interview backlog cleared out

The OJT team continues to strive for success



**2021**

**GOALS Met**

- ✓ Completed at least 3 Contractor Information Sessions that promoted collaboration and engagement in the A-OJT Program
- ✓ Improvements to online data management system to track and submit electronic reports for all Contractors
- ✓ Exceeded A-OJT Enrollment by 30%
- ✓ 24% of A-OJT Trainees identified as female.
- ✓ 61% of enrolled trainees self identified as Non-White.

**Enroll 265 new OJT trainees**

**95% Contractor Agreements return rate**

**Implementation of A-OJT Trainee Progress and Retention Tracking, Professional Development Series, and more Advanced Training Pathways and credentials**

**95% Enrollment rate for A-OJT Program**

**To increase the overall enrollment rate of Non-White trainees to 65% of total enrollment**

**To increase the overall enrollment rate of Female trainees especially Hispanic and Black, by 25% plus into more specialty classifications**

