

On-the-Job Training (OJT)

PROGRAM

MDOT

Michigan Department of Transportation
Office of Business Development

Michigan Department of Transportation

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Introduction

In 1970, the United States Department of Transportation established an On-the-Job Training (OJT) Program for Federal-aid highway construction projects. The Federal-Aid Highway Act of 1970 required states receiving federal construction funds to develop skill-improvement programs whose primary objective was to provide opportunities for unskilled workers, particularly minorities, women, and disadvantaged persons, to acquire training in the skilled construction trades.

In the 1970's, when the OJT Program originated, construction employment was at its peak. At that time, project training lasted several years. As a result, trainees were enrolled in training programs which extended for long periods of time and were, therefore, highly likely to complete their training.

Since 1970, however, there have been significant changes in the types of projects being let in the construction industry and the training requirements, which are part of many contracts, have not kept pace with changes in the industry. Appendix B to Subpart A of 23 CFR (Code of Federal Regulations) § 230, which requires the inclusion of "Training Special Provisions" in MDOT's Federal-aid construction contracts, has not been significantly changed since 1975. This has led to trainees being less likely to complete their training in a timely manner. In response, MDOT currently employs an OJT Program that was modified in 2001 and approved by the Federal Highway Administration (FHWA) in 2004.

Objectives

MDOT's OJT Program will meet the department's responsibility for implementing a program pursuant to 23 CFR (Code of Federal Regulations) Part 230 Subpart A and address constraints of the existing program through the following enhancements:

- Flexibility for contractors in selecting what projects they can place trainees on by removing project-specific requirements
- Emphasis on selection of individual trainees who can become members of a contractor's regular workforce upon completion of the program
- Emphasis on training in skilled craft classifications
- Better monitoring of the quality of training each individual receives and individualized attention to work environment Issues
- Assisting contractors in addressing their EEO goals through training of minorities and women
- Partnering with the industry and community-based organizations capable of providing OJT Supportive Services to trainees
- Assisting the contractors' recruitment efforts, i.e., providing a resource directory

The Michigan Department of Transportation's Office of Business Development (OBD) will be administering the OJT Program.

Advisory Committee

An advisory committee is in place to provide MDOT assistance in reviewing the practices and procedures used to carry out the objectives of the OJT Program. It will be the job of the advisory committee to make recommendations for improvements to the program. The advisory committee will be comprised of the following:

Participants	Office
4	MDOT's Office of Business Development
1	MDOT Executive Office
1	MDOT Bureau of Finance & Administration
2	MDOT's Construction & Technology Support Area
1	MDOT Region Representative
1	FHWA – Michigan Division
1	U.S. Department of Labor (Bureau of Apprenticeship and Training)
3	Highway construction industry organizations
1	Community-based service agencies
7	Industry Union representation
7	Highway industry contractors

Representatives to the advisory committee will be named by the MDOT Director, based on recommendations from MDOT's Office of Business Development. Industry contractors will serve for a period of 3 years unless otherwise specified by the MDOT Director. The advisory committee will meet periodically to review the status of the OJT Program. Relevant performance data will be made available to the advisory committee for their review. The Office of Business Development's (OBD) Administrator will serve as the Committee Chair.

Issues and concerns which may arise during the implementation of the OJT Program, and which are not addressed in this document, may also be referred to the advisory committee. The advisory committee may review the issues and propose recommendations to the Liaison Officer and the OJT Program Administrator, who will consider them and be responsible for making final decisions on all proposed matters.

Eligibility Requirements for OJT Program Participants

MDOT's OJT Program is designed to be used by contractors to increase the participation of minorities, women, and disadvantaged persons in the construction skilled trades on MDOT federal-aid construction projects. It is not intended, and will not be used, to discriminate against any applicant for training. However, Federal guidelines, as well as the guidelines outlined in this manual, will be followed.

Eligibility Requirements for OJT's

- A. No employee will be employed as a trainee in any classification in which he/she has successfully completed a training course leading to journeyman status, or in which he/she has been employed as a journeyman. The person cannot have experience in the training program in which he/she is to be placed.
- B. No person shall be employed as a trainee if he/she possesses a degree in a construction-related field or is on summer break from any college program. If the prospective trainee has a college degree in a non- construction-related field, their eligibility will be determined on a case-by-case basis.
- C. No person within the second degree of consanguinity to an owner or officer of the contractor is eligible for participation in the training program.

Assignment of Trainees

Unless otherwise approved, contractors are to assign and schedule trainees to begin their training on an MDOT federal-aid highway construction project. Additionally, contractors must schedule and assign trainees so that at least 50 percent of an individual trainee's hours are earned on MDOT federal-aid highway construction projects. Contractors with training assignment allocations may also utilize trainees on projects where they are performing as subcontractors.

As permissible within the limits of normal industry practice, and upon notification to the Office of Business Development, contractors may continue an individual's training program through subcontractors provided the training is on an MDOT federal-aid project where the trainee has already initiated training and the prime contractor is actively engaged on the project. In such cases, the responsibility for ensuring a continuum of quality training, consistent with the standards published for the skilled craft program, will be with the prime contractor.

Trainee Wage Rates

The trainee will be paid the appropriate Davis-Bacon wage rates for training crafts (on MDOT federally-funded projects) and the prevailing wage rate for training crafts on state-funded projects.

Rate increases will be based on a completion of each major competency area outlined in the standard training program for the skilled craft.

Training Logs

It will be the responsibility of the contractor to keep a training log for each On-the-Job Trainee (OJT). The training log will clearly identify, for each pay period, the number of hours worked by the OJT in each particular job skill performed, and the date(s) of such work. To ensure that the Trainee is both aware of and in agreement with the training received, hours accrued and pay received, each training log (submitted monthly on MDOT Form 0125 (Monthly OJT Program Report and Training Log)) must be signed by the Trainee unless the contractor can provide sufficient reason to MDOT as to why the log could not be signed for that particular month.

Training Programs

MDOT's OJT Program has been designed to provide training in the skilled construction trade classifications, as required by federal regulations.

Standard training programs for each skilled craft classification included in the OJT Program, have been developed jointly by MDOT, construction industry representatives and others, as appropriate.

These training programs have been designed so as to ensure that the OJT's consistently receive the level and quality of training necessary to perform in their respective skilled trade classifications.

Each developed training program details the skills which will be provided to the trainee, and the minimum number of hours of training to be received in each such skill.

These developed programs are as follows:

Training Program	Hours in Program
Bituminous Density Technician	Up to 4,000
Bituminous Lab Technician	Up to 5,000
Carpenter	Up to 8,000
Cement Mason	Up to 4,000
Construction Craft Laborer	Up to 4,000
Electrician	Up to 8,000
Equipment Operator	Up to 6,000
Field Supervisor/Foreman	Up to 3,700
Grade Checker	Up to 1,800
Ironworker	Up to 8,000
Office Technician*	Up to 2,000
Painter	Up to 6,000
Project Manager	Up to 3,700
Sign Installer	Up to 4,000

****Please note that MDOT currently does not have an approved training program on file for the job classification of "Office Technician". In keeping with the intent of the OJT Program as a whole, this training program should be designed to advance a trainee to the administrative equivalent of journey-level status (i.e. Jobsite Coordinator, Project Superintendent, Project Supervisor, Project Manager, Estimator, etc.).***

A contractor may propose another skilled or semi-skilled craft training program for use in fulfilling its OJT requirements, based on its company workforce needs, by submitting a written request detailing the reason for the proposed training program. This request should be forwarded to the Office of Business Development when the company submits it's required, proposed training plan. A copy of the contractor designed training program must accompany the company's proposed training program and written request.

Training Programs (continued)

MDOT strongly suggests all Union Contractors enroll trainees in the appropriate union apprenticeship program. MDOT accepts U.S. Department of Labor (DOL) approved apprenticeship programs in lieu of the standard programs in this manual.

If for some reason a DOL program is unavailable to the contractor, MDOT will require additional reports on each trainee's activities in each approved program. As each training activity is completed MDOT will be doing periodic reviews and will require specific detailed information be provided indicating when, where and the number of hours completed for each activity.

Allocation of Training Assignments

At the end of the calendar year, MDOT's Office of Business Development will allocate the next year's training assignments to pre-qualified contractors (both in- state and out-of-state contractors performing work on MDOT federal-aid projects), as follows:

1. The total dollar value of MDOT federal-aid gross receipts for work performed by each contractor during the previous three fiscal years will be tallied. The MDOT federal-aid gross receipts will consist of:
 - a. The dollar values of the contractor's prime MDOT federal-aid contracts (minus the dollar amounts of their subcontracts on same), and
 - b. The dollar values of the contractor's subcontracts (for work performed by contractor as a subcontractor on MDOT federal-aid projects).
2. The contractor's average, gross MDOT federal-aid work performed for the preceding three years will be calculated and one training assignment will be allocated for each \$3.5 million in MDOT federal-aid work performed, as shown on the following chart:

Three Year Average (\$ Millions)	Training Assignment(s)
\$0 up to \$3.4	0
3.5 up to 6.9	1
7.0 up to 10.4	2
10.5 up to 13.9	3
14.0 up to 17.4	4
17.5 up to 20.9	5
21.0 up to 24.4	6
24.5 up to 27.9	7
28.0 up to 31.4	8
31.5 up to 34.9	9
35.0 up to 38.4	10
and so on...	

Allocation of Training Assignments (continued)

The formula for allocating training assignments is further illustrated below in Table 1. Any future changes to this formula are subject to FHWA approval.

Contractor A, who averaged \$18.7 million would receive five (5) trainee assignments, whereas Contractor B, who averaged \$3.1 million in MDOT federal- aid work performed for calendar years 2006 through 2008 would receive zero (0) trainee assignments.

Table 1

	FY 2006	FY 2007	FY 2008	Three-Year Average	FY 2009 Assignment(s)
Contractor A	24.3	13.4	18.3	18.7	5
Contractor B	\$2.2	\$3.9	\$3.4	3.1	0

3. Within 30 days of notification of their annual training assignment allocation, the contractor will be required to submit a plan to the Michigan Department of Transportation Office of Business Development, which identifies the skilled craft training program(s) which have been selected to meet its training commitment. This is done by submitting completed MDOT Form 0181 (On-the-Job Training (OJT) Program Yearly Training Plan).

MDOT Review

The Office of Business Development (OBD) staff will review all proposed training plans. MDOT employees with expertise in the proposed training areas may be consulted. The following will be approved by the OBD, Section Manager, Field Services-Lansing:

- Requests for exemption (waiver of one or more OJT slots). Exemption requests should be submitted on company letterhead and be accompanied by completed MDOT Form 0103 (Equal Opportunity Contract Compliance Data Report). NOTE: only pages 4, 9, 10, 13 & 14 of MDOT Form 0103 need to be completed for exemption requests.
- Requests for modification of approved training programs.
- Programs designed by the contractor for use in fulfilling OJT slot allocations.

MDOT Appeals Committee

If a contractor disagrees with a determination made by MDOT, the contractor may make an appeal to the MDOT Appeals Committee, based on the appeal process which will be outlined to the contractor in MDOT's determination letter.

The MDOT OJT Appeals Committee will be comprised of individuals other than those on the OJT Advisory Committee. Employees reporting to the OBD Administrator are excluded from this committee.

The decision of the MDOT OJT Appeals Committee is a final decision. There are no additional appeals beyond the decision of this committee.

Monitoring

The Department will periodically contact trainees working on MDOT highway construction projects. The Department may also conduct telephone interviews of trainees to verify their training status and/or progress toward completing their training programs.

Information submitted by the contractor, in the form and format chosen by MDOT, will be used to evaluate the status of the contractor's efforts to address its training requirements. Contractors will be considered to be in compliance if they demonstrate they have met the requirements of the OJT Program.

Compliance

If a contractor fails to place the appropriate number of trainees, to place the trainees in a timely manner, to provide appropriate training, or to complete approved training programs, the result may be a finding of non-compliance. The evaluation of the contractor's compliance will be based upon the contractor's adherence to 23 CFR (Code of Federal Regulations) 230, Appendix B to Subpart A:

“Training and upgrading of minorities and women toward journeymen status is a primary objective of this Training Special Provision. Accordingly, the contractor shall make every effort to enroll minority trainees and women (e.g. by conducting systematic and direct recruitment through public and private sources likely to yield minority and women trainees) to the extent that such persons are available within a reasonable area of recruitment. The contractor will be responsible for demonstrating the steps that he has taken in pursuance thereof, prior to a determination as to whether the contractor is in compliance with this Training Special Provision. This training commitment is not intended, and shall not be used, to discriminate against any applicant for training, whether a member of a minority group or not.”

Compliance (continued)

Failure to comply could impact the contractor's pre-qualification rating. However, MDOT will take into consideration all good faith efforts to meet OJT requirements.

When a contractor loses an OJT employee due to factors beyond the contractor's control, i.e., trainee quits, was dismissed for failure to report to work or for other valid reason(s), in order to remain in compliance with its OJT slot allocation, the contractor must provide a detailed written explanation to the Office of Business Development (OBD), which fully details the situation and indicates how the contractor proposes to refill the OJT slot. The matter will be reviewed and the contractor will be notified regarding what action(s) are to be taken, with regard to the training slot(s) in question, so as to remain in compliance.

The contractor must notify OBD when program completions occur. The contractor is responsible for assigning new OJT's to the allocated completed training program slots.

Online Resources

The Department offers OJT Program resources online. To reach online resources:

- Go to www.michigan.gov/mdot
- Click on "Doing Business" (left menu)
- Under "Resources", click on "On-the-Job Training Program (OJT)"

Here you will find the following:

- Monthly OJT Program Report and Training Log (MDOT Form 0125)
- On-the-Job Training Program Yearly Training Plan (MDOT Form 0181)
- Exemption Request Forms (excerpted from MDOT Form 0103)
- OJT Participating Contractors
- OJT Program Manual
- MDOT's OJT Program contact information

APPENDIX A

ON-THE-JOB TRAINING (OJT) PROGRAM

Overview of Training Programs

BITUMINOUS DENSITY TECHNICIAN

Duration of Training Program:

Up to 4,000 Hours

Description of Duties:

Proper use of nuclear density gauges with regards to traffic safety and nuclear safety. Marshall density and theoretical maximum density. Knowledge and use of coring machine and preparing pavement cores for testing. Analyzing data with regards to acceptance and payment.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

500 Hours

Safety Procedures (Traffic, Nuclear Safety)
Observation of density
Blueprint Reading, Surveying, Layout and Supervision
Soils and Soil Compaction
Bulldozer Operations
Trenching and Shoring
Scrapers, Graders, Pavers and other equipment Hydraulic Excavators
Loaders

WORK SCHEDULE

3,500

Safety
Maintenance and Equipment Care
Graders, Scrapers and Compactors
Bulldozers
Loaders, Skid Loaders, other types
Tractor Loader, Backhoe, Trenching Machines
Hydraulic Excavator, Cranes Demolition Equipment
Instruments, Lasers, and Miscellaneous Equipment

BITUMINOUS LAB TECHNICIAN

Duration of Training Program:

Up to 5,000 Hours

Description of Duties:

Sampling and testing of bituminous mixtures for compliance with MDOT specifications and quality control tolerances. Testing will include maximum theoretical specific gravity, bulk specific gravity, calculation of air voids, VMA, VFA, extraction gradation of bituminous mixture, gradation of fine and course aggregate, specific gravity of asphalt cements, specific gravity of aggregate, angularity index of fine aggregate, and bulk specific gravity of cores.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

500 Hours

Safety Procedures
Plant and field Observation of sampling and testing
Use of Equipment of the trade

WORK SCHEDULE

4,500

Actual Sampling and Testing
Sampling and quartering
Maximum theoretical specific gravity
Bulk specific gravity
Calculation of air voids and VMA
Extraction gradation of bituminous mix
Gradation of fine and course aggregate
Specific gravity of fine and course aggregate
Penetration of asphalt cement
Specific gravity of asphalt cement
Angularity index of fine aggregate
Bulk specific gravity of cores
Same size reduction by mechanical splitter
Stockpile sampling
Operations of marshall hammer
Operations of scales
Operation of max theoretical equipment
Operation of ovens
Operation of Extractor
Operation of Gyratory compactor
Calculation of all test data
Evaluation of test data
Recommendations
Care and maintenance of testing equipment

CARPENTER

Duration of Training Program:

Up to 8,000 Hours

Description of Duties:

Lays out work plans or sketch. Builds wooden structures; such as concrete form, falsework, pouring, chute, scaffold, etc. Builds in place to line and grade or prefabricates in units to be erected later, forms for bridge, drainage structure, wall, etc. May perform other related duties.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

1,000

Mathematics for Carpenters
Building Trades Blueprint Reading
Architectural Drawing
Strength of Materials
Form Construction
Steel Square
Estimating- Layout
Shop Work (Joinery)
Health, Safety, and First-Aid

WORK SCHEDULE

7,000

Structural Foundations and Walls
 Laying out and leveling
 Building and placing straight concrete forms
 Lining up and bracing concrete walls and columns
 Laying out footings
 Building irregular concrete forms
 Laying out structure lines

Materials and Tools
 Determining uses of tools, materials and equipment
Operating skill saw, electric drill, and sander
Setting up and operating bench saw
 Erecting Forms for Flatwork Concrete

Miscellaneous
Building walkways
Erecting scaffolding
Installing Bearing Piling and Sheet Piling
Making miscellaneous repairs
Erecting miscellaneous types of concrete forms
Installing Railings

CEMENT MASON

Duration of Training Program:

Up to 4,000 Hours

Description of Duties:

Finishes wet surfaces to grade with hand tools, float, trowel, screed, template, and straight edge on concrete pavement, bridge structures, headwalls, curb, sidewalks, etc.; wherever a fine finish is required.

SUGGESTED TRAINING ACTIVITIES

Classroom Training

500

Related Mathematics

(Fractions, decimals, ratio, proportion, weights, measures, areas, volumes)

Related Science

(physical and chemical properties of materials, characteristics of materials)

Trade Practice

(Layout and construction, bases, steps, corners; preparation of special cement mixtures, mixing waterproof compounds)

Safety and First-Aid

WORK SCHEDULE

3,500

Safety and good work habits

Learning to set screeds and layout work

Learning proper mix and consistency

Pouring and tamping concrete

Using vibrating machine

Rough finishing-hand or machine floating

Hand troweling to smooth finish

Patching, hand rubbing

Marking and edging

Protecting newly poured and laid concrete from weather -rain, sun, and wind

CONSTRUCTION CRAFT LABORER

Duration of Training Program:

Up to 4,000 Hours

Description of Duties:

Checks grade, prepares subgrade, sets forms, places concrete and asphalt for highway and road surfaces. Installs highway and median barriers and guardrails. Performs specific tasks on bridge construction and bridge renovation such as cutting and burning steel, lead paint removal, latex surfacing, and carpenter tending. Installs storm sewers, erects manholes, and operates Laser Aligner equipment. Operates various power tools and equipment.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

1,000

Pre-employment Training (Orientation)

Apprenticeship program
Life skills
Employee, employer, and union (as applicable) responsibilities
Familiarization of Laborers work jurisdiction
Construction Math/Metric System
Testing for physical condition

Highway Work Zone Safety

Flagger Safety
Traffic Control
Personal Protective Equipment
Environmental Hazards and Hazard Communication Work Processes
Work Site Safety
Night Work Safety
Hand and Power Tools
Communication

MIOSHA Construction Safety

Department of Consumer and Industry Services

Part 1	General Rules
Part 6	Personal Protective Equipment
Part 8	Handling and Storage of Materials
Part 9	Excavation, Trenching, and Shoring
Part 11	Fixed and Portable Ladders
Part 12	Scaffold and Scaffold Platforms
Part 14	Tunnels, Shafts, Caissons, and Cofferdams
Part 17	Electrical Installations
Part 19	Tools
Part 22	Signals, Signs, Tags, and Barricades
Part 25	Concrete Construction
Part 45	Fall Protection

Confined Space Entry

Hazard Recognition
Entry Program
Atmospheric Testing
Controlling Atmospheric Hazards Isolation
Personal Protective Equipment

CONSTRUCTION CRAFT LABORER (continued)

Hazard Communication (Michigan Right to Know)

Hazard Communication Regulations
Material Safety Data Sheets
Chemical Labels and Lists
Chemicals Used in Construction

Attitudes/Human Relations/Communications

Construction Math/Metric System

Basic Math
Working with Tenths and Hundredths Squaring Principles
Slope Formulas and Calculations Grid Staking Systems
Area and Volume Calculations
Field Exercises

Introduction to Measuring Tools

Measuring Rules
Chaining Tapes
Elevation Rods
Transits
Levels
Laser Aligner and Beacon Turning Angles
Measuring Elevations

Blueprint Reading

Introduction to Blueprints
Scales and Dimensions
Construction Craft Laborer
Reading a Blueprint
Reading Blueprints for Trade Information Specifications
Blueprints for Underground Projects
Blueprints for Highway Projects

First Aid/CPR

Commercial Drivers License

General Knowledge (Class A) Combination Vehicle
Air Brakes
Pre-Trip Inspection
Basic Control Skills and Road Test

Concrete Placement

Transporting and Placing Quality Concrete
Carpenter Tending Concrete Vibration
Backfill and Compaction
Finishing and Curing Quality Concrete
Working at Heights Safely
Hands-on Concrete Placement
Stripping, Cleaning and Oiling Forms

CONSTRUCTION CRAFT LABORER (continued)

Introduction to Underground Work (Pipe Laying)

Back Injury Prevention
Blueprint Reading
Measuring Tools
Locating Utilities
Manhole/Catch Basin Construction
Trenching and Excavation Safety
Pressure Pipe Laying Techniques
Gravity Flow Piping Systems

Demolition, Cutting and Burning

Equipment Demonstration
Fire Safety
Safety Check of Equipment
Oxy- Acetylene Cutting
Liquid Oxygen/Propane Cutting Aerial Manlift Operation

Air Tool Operation

Inspection and Maintenance of Tools and Equipment
Construction Craft Laborer Air Compressor Operation
Demonstration of Air Tools

Small Gas Engines

Preventive Maintenance Trouble Shooting
Operation of Equipment

Environmental Remediation

WORK SCHEDULE

3,000

Site/Project Preparation

Transportation, stockpiling, and maintaining project tools, equipment, and materials
Excavation and backfill of soils
Layout and staking protocols
Rigging and signaling for work traditionally performed by CCL
Site preparation, cleanup, and security

Tools, Equipment and Materials

Tool, equipment, and material recognition and preparation Hand electric, gas, pneumatic, and power tool/equipment use and maintenance
Tool, equipment, and material storage and security

Safety

Confined space safety
Flagging, signing, and traffic safety awareness Hazard material recognition
Trenching and site excavation safety

Heavy/Highway Construction

Air tool operator
Grade checking
Line setter
Form setting
Placing of reinforcing Carpenter tending
Concrete placement
Concrete saw (under 40 hp.) Concrete mixer operator Asphalt

CONSTRUCTION CRAFT LABORER (continued)

Spreader box man
Screed checker
Raker
Shoveler
Tamper and hand roller
Laser operator
Pipe Layer, Tailman, Topman Manhole erection
Guard rail erection

ELECTRICIAN

Duration of Training Program:

Up to 8,000 Hours

Description of Duties:

The work of the Electrical Construction Worker (MDOT) can be divided into broad categories such as new construction, maintenance and repair. While the jobs differ, the mental and physical skills acquired in a properly designed and administered training program prepare the electrical worker for this entire range of work. During a career as an electrical construction worker, a person will likely be involved in many different types of jobs presenting many new and different challenges, working with his or her hands as well as with their mind. Much of the work involves installation, assembling, testing, repairing, layout, and design of electrical wiring, fixtures and apparatus used for power, light, heating air conditioning, and many types of control systems. Many jobs now incorporate computers. Due to the nature of the work, above average math and reading skills are essential.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

1,000

- Industry Orientation
- Job Information
- Safety – OSHA 10 & 30, CPR/1st Aid, Work Zone
- Rigging
- Mathematics for Electricians (includes Algebra/Trig.)
- Electrical Theory – AC & DC
- Electrical Codes
- Code Calculations
- Motors
- Motor Controls
- System Analysis, Troubleshooting & Repair
- Transformers
- Traffic Signal Controllers
- Programmable Controllers
- Grounding
- Fiber Optics
- Conduit Fabrication
- Blueprint Reading
- New Technologies – Solar, Fuel Cells, etc.

WORK SCHEDULE

7,000

- Project Layout & Planning
- Underground Installations
- Installing Raceway Systems
- Installing Services, Switchboards & Panels
- Traffic Signal Controller Installation
- Motor Control Center Installation
- Installing, Splicing & Terminating Wires & Cables
- Lighting System Installation
- Testing & Troubleshooting Feeders, Motors & Branch Circuits
- Fire Alarm Installation
- Motor Installation
- Control System Certification
- Installing & Programming Programmable Logic Controllers
- Installing Instrumentation & Process Control Systems

ELECTRICIAN (continued)

Security System Installation
Welding & Brazing
Installing Sound & Communication Systems
Installing & Terminating Transformers
Installing Fiber Optic Cable
Service & Troubleshooting
Material Handling & Prefabrication
Safety Awareness & Other Specialized Areas

EQUIPMENT OPERATOR

Duration of Training Program:

Up to 6,000 Hours

Description of Duties:

Operates several types of power construction equipment, such as compressors, pumps, hoists, derricks, cranes, shovels, tractors, scrapers, or motor graders, to excavate, move and grade, search, erect structural and reinforcing steel, and pour concrete or other hard surface paving materials.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

500

Safety, Orientation, Review
Equipment Maintenance
Blueprint Reading, Surveying, Layout and Supervision
Soils and Soil Compaction
Bulldozer Operations
Trenching and Shoring
Scrapers, Graders, Pavers and other equipment
Hydraulic Excavators
Loaders

WORK SCHEDULE

5,500

Safety
Maintenance and Equipment Care
Graders, Scrapers and Compactors
Bulldozers
Loaders, Skid Loaders, other types
Tractor Loader, Backhoe, Trenching Machines
Hydraulic Excavator, Cranes Demolition Equipment
Instruments, Lasers, and Miscellaneous Equipment

FIELD SUPERVISOR/FOREMAN

Duration of Training Program:

Up to 3,700 Hours

Description of Duties:

Coordinate and schedule resources such as labor, equipment, materials and subcontractors to construct a project on time and on budget. Reports daily activities and verifies quantities with inspectors. Investigate safety-related concerns and incidents. Fill out a construction diary detailing a history of the job. Other duties may include measuring, training other employees, investigating accidents and timekeeping.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

1,000

- Learn safety procedures
- Orientation in the various types of construction materials and their applications
- Plan and proposal reading indoctrination
- Observation of the different construction techniques used on the job
- Orientation to the MDOT 1996 Standard Specifications for Construction
- Orientation to the English and metric MDOT Road and Bridge Standard Plans

WORK SCHEDULE

2,700

- Coordinate traffic control
- Schedule subcontractors
- Timekeeping
- Schedule equipment maintenance
- Measure and verify daily quantities
- Perform daily safety huddles
- Procure materials from suppliers
- Plan ahead to ensure proper labor, equipment and materials are available
- Survey and layout future work
- Ensure regulatory compliance

GRADE CHECKER

Duration of Training Program:

Up to 1,800 Hours

Description of Duties:

Application of string line forming, use of tools used in making depth checks, GPS, using signals in guiding equipment operators in attaining proper grade, setting stakes-slope stakes, and take cross sections.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

300

Safety procedures

Learning nomenclature of various construction terms

Identification of construction materials and their application

Observation of grading operations

Familiarization with specifications

Use of simple leveling instruments used in grade work

Maintenance of surveying equipment

Use of 4-wheeler used with GPS (Global Positioning System)

Setting up GPS for use on job

WORK SCHEDULE

1,500

Application of string line forming

Use of tools used in making depth checks

Use of GPS

Use of signals in guiding equipment operators in attaining proper grade

Setting of stakes – slope stakes, clay shoulder stakes, muck stakes, center stakes

Learning to take cross sections

IRONWORKER (Structural/Reinforcing)

Duration of Training Program:

Up to 6,000 Hours

Description of Duties:

Performs any combination of the following duties to raise, place and unite girders, columns and other structural steel members to form completed structures or structure frameworks, working as a member of a crew. Sets up hoisting equipment for raising and placing structural steel members. Fastens steel member to cable of hoist using chain, cable or rope. Signals worker operating hoisted equipment to lift and place steel members. Guides member using tab line (rope) or rides on member to guide it into position. Reads plan, rigs, assembles and erects structural members requiring riveting or welding. May perform other related duties.

SUGGESTED TRAINING ACTIVITIES

Classroom Training	200
MIOSHA Safety	
OSHA	
Scaffold Use	
Blueprint Reading (structural and reinforcing) Welding Technology	
Proper Uses of Trade Related Tools	
(Cranes, Hoists, Rigging hardware, impacts, etc.) Mathematics (trade related and metrics)	
Job and Shop Safety	

WORK SCHEDULE	5,800
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Tools	
Name and proper use	
Care	
Safety	
Materials	
Identification	
Shapes	
Equipment-ornamental, reinforcing, structural	
Light equipment-blocks, ropes, etc.	
Heavy equipment-derricks, etc.	
Erecting job, erecting equipment	
Layout	
Drilling	
Welding-acetylene and electric	
Cutting	
Burning	
Dismantling, rigging equipment, scaffolding, floats	
Ornamental, reinforcing, structural	
Sorting materials	
Distributing	
Placing, spacing, tying	
Hoisting	
Hook on	
Learn signals	
Learn safety factors	
Fitting up, plumbing up	
Use of cables and turnbuckles	
Use of instruments	
Use of hydraulic jacks	
Fabricating	
Layout	
Fit-up	

IRON WORKER (continued)

- Reading job plans and specifications
- Reinforcing
 - Care and use of tools
 - Ties
 - Field fabrication of rebar
 - Unloading, handling and sorting
 - Placing
 - Footings, walls and columns
 - Beams and girders
 - Joists and slabs
 - Highway structures, footings, wingwalls and abutments
 - Pavements
 - Airport
 - Bridge
- Bar splicing and welding
- Safety
- Post Tensioning
 - Unloading, handling and storing
 - Placing post tension strand tendons
 - Placing post tension wire and bars
 - Stressing of wire tendons
 - Grouting of bonded tendons
 - Placing of thread bar post tension
 - Safety
- Rigging
 - Care and use fiber line, wire
 - Rope, slings and chains
 - Determining safe working capacity, inspection and proper use
- Use of rigging hardware
 - Determining S. W.C. inspection and proper use
- Use slings, chokers and softeners
 - Determining S.W.C inspection and proper use
- Erecting or lifting with cranes
 - Determining S.W. radius and capacity
 - Using proper hand signals
- Using hand and miscellaneous rigging equipment
- Using access structures, scaffolds, ramps, Ladders, hanging, rolling, etc.
- Safety in rigging procedures
 - Structural
 - Erection of structural steel
 - Bolting up and welding of structural steel
 - Erection of structural steel long spans and trusses
 - Metal decking
 - Field layout and fabrication
 - Use of erection and detail drawings
 - Use of scaffolds, ladders and shoring
 - Use of mobile cranes
 - Assembly and disassembly
 - Field inspection and safety
 - Signal methods
- Operating procedures and precautions
- Erecting Bridges and Towers

IRON WORKER (continued)

Using all crane and derrick systems (including barge) and rigging systems
Signaling methods-inspection-safety
Proper operating procedures and precautions
General Safety in Structural Steel Erection
Welding-SMA W FCA W SAW
 Oxy-Acetylene Welding and Burning
 Welding-cutting-heating
Electric Arc Processes
 SMAW shielded metal arc welding
 FCAW flux core arc welding
 SAW submerged arc welding
Testing procedures and certification
Safety
Precast
 Unloading, Erection, Layout
 Precast panels
 Precast panels clips
Structural and Skills Development
Welding – F.C.A.W. and S.M.A.W.
(A.W.S. E7018 unlimited certification required – 4 year)
(A.W.S. E7018 unlimited certification required – 3 year)
Blueprint Reading (Structural and Reinforcing)
 Welding Technology (A.W.S.D.) 1 code,
Joint Design Metallurgy and Symbols
 Proper use for Trade Related Tools
(Cranes, hoists, rigging hardware, impacts, etc.)
 Mathematics (trade related and metrics)
Job and Shop Safety (“How It Relates To You”)
 Safety (MIOSHA Inspector)
OSHA 10 Hours

Scaffold Users Card

PAINTER

Duration of Training Program:

Up to 6,000 Hours

Description of Duties:

Constructing, following and erecting temporary and permanent walls and constraint structures on highway facilities with lumber, reinforced plastic, fiberglass, tarps, cables, steel, clamps, etc. for the purpose of also carrying out basic painting of structural steel, including bridges, signs, guard posts, and other highway structures utilizing spray, roller or brush application; mixing of paints and coatings; clean-up and maintenance of related personal protective equipment and OSHA/MIOSHA required pollution control equipment; miscellaneous work associated with bridge work operations; working on high structures –and dismantling of walls and constraint structures when finished.

SUGGESTED TRAINING ACTIVITIES

WORK SCHEDULE

6,000

Handling Tools, OSHA/MIOSHA Lead Standard;
safety procedures
Introduction to paint mixing; techniques and orientation
in painting specifications
Familiarization and practice use of tools of the trade
Set-up and dismantle traffic control devices
Scaffolding construction and techniques; construct, erect
and dismantle containment areas
Area cleanup and disposal of spent abrasives
Preparing surfaces for application of paint; mixing
paints and thinners
Brushing, rolling and spraying techniques on bridge
structures
Cleanup of tools and equipment (spray pumps, sand blast
nozzles and hoods, spray tips, spray guns); protection
of surfaces and inflammables
Maintenance of personal protective equipment and
environmental pollution control equipment
(may be done on or off job site)
Techniques of Sandblasting
Labeling and Handling of Hazardous and Non-Hazardous
Waste Materials
Orientation in different grades of lumber
Safety with ladders -working at heights over 20 ft.
Building, forming and squaring temporary and permanent
structures
Techniques on ground structures

Cleanup of tools and equipment (saws, pulleys, jacks)
Miscellaneous

For OJT slot registered as an apprenticeship with the
U.S. Dept. of Labor Bureau of Apprenticeship and Training =

6,000

PROJECT MANAGER

Duration of Training Program:

Up to 3,700 Hours

Description of Duties:

Estimate projects and help the job supervisors procure materials. Coordinate construction activities and resources between multiple projects. Build and update schedules on a regular basis. Update the job supervisors of regulatory changes that will impact them. Plan ahead to anticipate scheduling problems. Coordinate limited resources with other project managers who are managing other projects. Track the budgeted versus actual costs and relay them to the job supervisors.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

500

Learn safety procedures and policies
Orientation in the various types of construction materials
and their applications
Plan and proposal reading indoctrination
Observation of the different construction techniques used on the job
Orientation to MDOT 1996 Standard Specifications for Construction
Learn about regulatory requirements and environmental

WORK SCHEDULE

3,200

Scheduling subcontractors
Estimate and provide change order prices when they are requested
Track budgeted vs. actual costs
Procure materials from suppliers
Plan ahead to ensure proper labor, equipment and materials are available
Survey and layout future work
Ensure regulatory compliance

SIGN INSTALLER

Duration of Training Program:

Up to 4,000 Hours

Description of Duties:

Maintaining and setting traffic control devices, reading plan sheets and project logs, staking locations of signs and setting elevations for foundations and signs, use of equipment and vehicles required, installation of ground mounted and overhead mounted signs, removal of various signs and foundations, placing of topsoil seed and fertilizers.

SUGGESTED TRAINING ACTIVITIES

Classroom Training:

500

Plan reading and layout

Including: plan sheet & log book reading, metric & standard conversion

Staking locations, setting elevations & grades, laser usage, and incorporating plans

Record Keeping

WORK SCHEDULE:

3,500

Highway work zone safety

Vehicle and equipment use

Foundation Installation

Installation of Signs and Supports

APPENDIX B

THIS DIRECTORY CAN BE USED AS A
RESOURCE OF AGENCIES THAT CAN
ASSIST WITH THE LOCATION OF
ELIGIBLE OJT APPLICANTS

EMPLOYMENT RESOURCE DIRECTORY

2009

**2009 On-the Job Training Program
Employment Resource Directory: By MDOT Region**

BAY REGION

Alma College 614 W Superior St. Alma, MI 48801 989-463-7111	Michigan Works! 327 E. Center St. Alma, MI 48801 989-466-4832
Lapeer County Vocational Technical Center 690 N. Lake Pleasant Rd. Attica, MI 48412 810-724-0541	Baker College Flint Campus 1050 W. Bristol Rd. Flint, MI 48507 810-766-4190
Davenport University Flint Campus 4318 Miller Rd Flint, MI 48507 810-732-9977	Flint Enquirer Newspaper 1001 Martin L. King Ave. Flint, MI 48503 810-232-2727
The Flint Journal 200 E 1st St. Flint, MI 48502 810-766-6151	Genesee County Office of Equity & Diversity 1101 Beach St., Room 343 Flint, MI 48502 810-257-3028
Human Investment and Development Corp. 711 N. Saginaw, Suite 225 Flint, MI 48503 810-235-6011	Kettering University 1700 W. Third Ave. Flint, MI 48504 810-762-9500
Mott Community College 1401 E Court St. Flint, MI 48503 810-762-0200	Rehabilitation Services 711 N. Saginaw, Suite 124 Flint, MI 48503 810-760-2103
Teamsters Local 332 1502 S. Dort Hwy. Flint, MI 48503 810-767-7730	University of Michigan Flint Campus 303 Kearsley St. Flint, MI 48502 810-762-3300
Urban League of Flint 5005 Cloverlawn Dr. Flint, MI 48504 810-789-7611	Michigan Works! 150 Commerce Court Gladwin, MI 48624 989-426-8571
Michigan Works! 402 N. First St. PO Box 408 Harrison, MI 48625 989-539-2173	Mid Michigan Community College 1375 S. Clare Ave. Harrison, MI 48625 989-386-6622
Midland Michigan Works! 1409 Washington St. Midland, MI 48640 989-631-3073	Northwood University 4000 Whiting Dr Midland, MI 48640 989-837-4277 800-457-7878

BAY REGION, Continued

<p>Central Michigan University 102 Warriner Hall Mt. Pleasant, MI 48859 888-292-5366</p>	<p>Michigan Works! 1803 S. Mission St. Mt. Pleasant, MI 48858 989-772-5304</p>
<p>Laborers Union Local 1098 345 Morley Dr. Saginaw, MI 48601 989-752-6146</p>	<p>Saginaw Transitional 919 Veterans Memorial Pkwy. Saginaw, MI 48601 989-752-6174</p>
<p>Michigan Works! 4480 W. M-61 Standish, MI 48658 989-846-2111</p>	<p>Delta College 1961 Delta Rd. University Center, MI 48710 989-686-9000</p>
<p>Saginaw Valley State University 7400 Bay Rd. University Center, MI 48710 989-964-4000</p>	

GRAND REGION

<p>Grand Valley State University 1 Campus Dr. Allendale, MI 49401 616-331-5000</p>	<p>Ferris State University 1201 S. State Street Big Rapids, MI 49307 231-591-2000</p>
<p>Michigan Works! 110 Elm St. Big Rapids, MI 49307 231-796-4891</p>	<p>Michigan Works! 826 N. State St., Suite B Big Rapids, MI 49307 231-796-0049</p>
<p>Michigan Works! 4747 W. 48th St, Suite 162 Fremont, MI 49412 231-924-3230</p>	<p>Aquinas College 1607 Robinson Rd., SE Grand Rapids, MI 49506 616-632-8900</p>
<p>Calvin College 3201 Burton St., SE Grand Rapids, MI 49546 616-526-6000</p>	<p>Cornerstone College 1001 E. Beltline Ave., NE Grand Rapids, MI 49525 616-949-5300</p>
<p>El Hispano News 1451 Grandville SW Grand Rapids, MI 49509 616-452-1546</p>	<p>El Vocero Hispano 1438 Eastern Ave., SE Grand Rapids, MI 49507 616-246-6023</p>
<p>Goodwill Industries 3035 Prairie St., SW Grandville, MI 49418 616-532-4200</p>	<p>Grace Bible College 1011 Aldon St., SW Grand Rapids, MI 49509 616-538-2330</p>
<p>Grand Rapids Community College 143 Bostwick Ave., NE Grand Rapids, MI 49503 616-234-4722</p>	<p>The Grand Rapids Press 155 Michigan St. NW Grand Rapids, MI 49503 616-222-5400</p>
<p>Grand Rapids Times 2016 Eastern Ave., SE Grand Rapids, MI 49507 616-245-8737</p>	<p>Grand Rapids Urban League 745 Eastern Ave., SE Grand Rapids, MI 49503 616-245-2207</p>

GRAND REGION, Continued

<p>Hispanic Center of Western Michigan 1204 Grandville Ave., SW Grand Rapids, MI 49503 616-742-0200</p>	<p>Kendall College of Design 17 Fountain St., NW Grand Rapids, MI 49503 616-451-2787</p>
<p>Latin American Service 121 Franklin St. Grand Rapids, MI 49507 616-336-4018</p>	<p>Michigan Works! 1560 Leonard St., NE Grand Rapids, MI 49505 616-336-4040</p>
<p>Michigan Indian Employment and Training Services 2367 Byron Center Ave., SW Grand Rapids, MI 49509 616-538-9644</p>	<p>Snelling Personnel Services 2922 Fuller Ave. Grand Rapids, MI 49505 616-452-2154</p>
<p>Universal Development of Michigan, LLC P.O. Box 2085 Grand Rapids, MI 49501 616-301-1350</p>	<p>West Michigan Minority Contractors Association 580 Cascade West Pkwy Grand Rapids, MI 49546 616-464-5999</p>
<p>Central Area Partnership Consortium (CAPC) 110 S. Greenville West Drive Greenville, MI 48838 616-754-3611</p>	<p>Michigan Works! Job Center 110 S. Greenville Dr., W. Suite. 2 Greenville, MI 48838 616-754-3611</p>
<p>Hope College 265 College Ave.. Holland, MI 49423 616-395-7000</p>	<p>Michigan Works! 307 W. Adams Ionia, MI 48846 616-527-1360</p>
<p>Kalamazoo College 1200 Academy St. Kalamazoo, MI 49006 269-337-7000</p>	<p>Kalamazoo Valley Community College 6767 W. O Ave. Kalamazoo, MI 49003 269-488-4400</p>
<p>Michigan Works! 1601 S. Burdick St. Kalamazoo, MI 49001 269-383-2536</p>	<p>Baker College Muskegon Campus 1903 Marquette Ave. Muskegon, MI 49442-3404 231-777-5200</p>
<p>Michigan Works! 2389 E. Laketon Ave. Muskegon, MI 49442 231-760-1999</p>	<p>Michigan Works! 765 W. Norton Ave. Muskegon, MI 49441 231-739-9010</p>
<p>Michigan Works! 1580 Park St. Muskegon, MI 49441 231-720-2530</p>	<p>Michigan Works! 1516 Peck St. Muskegon, MI 49441 231-726-2626</p>
<p>Muskegon Community College 221 S. Quarterline Rd. Muskegon, MI 49442 231-773-9131</p>	<p>Michigan Works! 195 N. Michigan Ave Shelby, MI 49455 231-861-2073</p>

GRAND REGION, Continued

<p align="center">Montcalm Community College 2800 College Dr. Sidney, MI 48885 877-328-2111</p>	<p align="center">Michigan Works! 36 Applewood Dr. Sparta, MI 49345 616-887-2960</p>
<p align="center">Michigan Works! White Lake WDC 541 E. Slocum St. Whitehall, MI 49461 231-893-1091</p>	<p align="center">ITT Technical Institute 1980 Metro Ct., SW Wyoming, MI 49519 616-406-1200</p>

METRO REGION

<p align="center">Baker College Auburn Hills Campus 1500 University Dr. Auburn Hills, MI 48326 248-340-0600</p>	<p align="center">Oakland Community College 2900 Featherstone Rd, Auburn Hills, MI 48326 248-232-4100</p>
<p align="center">HCS Resource, LLC 6001 N. Adams Rd., Suite 115 Bloomfield Hills, MI 48304 248-593-1950</p>	<p align="center">International Union of Operating Engineers Local 324 500 Hulet Dr. Bloomfield Township, MI 48302 248-451-0324</p>
<p align="center">Baker College Mt. Clemens Campus 34950 Little Mack Ave. Clinton Township, MI 48035 586-791-6610</p>	<p align="center">Henry Ford Community College 5101 Evergreen Rd. Dearborn, MI 48128 313-845-9600</p>
<p align="center">University of Michigan Dearborn Campus 4901 Evergreen Rd. Dearborn, MI 48128 313-593-5000</p>	<p align="center">A. Phillip Randolph Vocation/Technical Center 17101 Hubble St. Detroit, MI 48235 313-494-7100</p>
<p align="center">Cass Technical High School 2501 2nd Ave. Detroit, MI 48201 313-263-2000</p>	<p align="center">City of Detroit Employment and Training Dept. 707 W. Milwaukee St. 5th Floor Detroit, MI 48202 313-876-0674</p>
<p align="center">Detroit Economic Growth Corporation 500 Griswold St. Ste. 2200 Detroit, MI 48226 313-963-2940</p>	<p align="center">The Detroit Free Press 600 W. Fort Detroit, MI 48226 313-222-6500</p>
<p align="center">The Detroit News 615 W. Lafayette Blvd. Detroit, MI 48226 313-222-6500</p>	<p align="center">Flip the Script Keith Bennett 7700 Second Avenue, Fifth Floor Detroit, MI 48202 (313) 557-8671</p>
<p align="center">FutureNet Group, Inc. 12801 Auburn Street Detroit, MI 48223 313-544-7117</p>	<p align="center">GSS Engineering Services, PLLC 15026 Collingham Drive Detroit, MI 48205 313-702-7749</p>

METRO REGION, Continued

<p align="center">Laborers Union Local 1191 2161 W. Grand Blvd. Detroit, MI 48208 313-894-2241</p>	<p align="center">Latin Americans For Social Development Administration 4138 W. Vernor Hwy. Detroit, MI 48209 313-554-2025</p>
<p align="center">Latin Americans For Social Development Youth Center 7150 W. Vernor Hwy. Detroit, MI 48209 313-841-1430</p>	<p align="center">Lewis College of Business 17370 Meyers Rd. Detroit, MI 48235 313-862-6300</p>
<p align="center">Marygrove College 8425 W. McNichols Rd. Detroit, MI 48221 313-927-1200</p>	<p align="center">Michigan Citizen 1055 Trumbull Detroit, MI 48216 313-963-8282</p>
<p align="center">Michigan Minority Business Development Council 3011 W. Grand Blvd. Ste. 230 Detroit, MI 48202 313-873-3200</p>	<p align="center">Michigan Technology, Inc. 220 Bagley Ave, Suite 928 Detroit, MI 48226 313-965-8760</p>
<p align="center">NAACP 8220 Second Ave. Detroit, MI 48202 313-871-2087</p>	<p align="center">Renaissance High School 6565 W. Outer Dr. Detroit, MI 48235 313-416-4600</p>
<p align="center">University of Detroit Mercy 4001 W. McNichols Rd. Detroit, MI 48221 800-635-5020</p>	<p align="center">Wayne County Community College 801 W. Fort St. Detroit, MI 48226 313-496-2600</p>
<p align="center">Ecorse Telegram 3920 W. Jefferson Ave. Ecorse, MI 48229 313-928-2955</p>	<p align="center">Careerworks, Inc. 1200 E. McNichols Rd. Highland Park, MI 48203 313-883-6000</p>
<p align="center">North Oakland Center 15249 Fishlake Rd. Holly, MI 48442 248-634-1745</p>	<p align="center">Madonna University 36600 Schoolcraft Rd. Livonia, MI 48150 800-852-4951</p>
<p align="center">Schoolcraft College 18600 Haggerty Rd. Livonia, MI 48152 734-462-4400</p>	<p align="center">Macomb County Community College 44575 Garfield Rd. Mt. Clemens, MI 48038 866-622-6621</p>
<p align="center">The Macomb Daily 100 Macomb Daily Dr. Mt. Clemens, MI 48043 586-469-4510</p>	<p align="center">Michigan Works! 75 N. River Rd. Mt. Clemens, MI 48043 586-469-7702</p>
<p align="center">Michigan Works! 31150 Beck Rd. Novi, MI 48377 248-926-1820</p>	<p align="center">Oak Park Career Center Clinton School 22180 Parklawn, Room 111 Oak Park, MI 48237 248-691-8437</p>
<p align="center">Job Link Center 1847 N. Perry St. Pontiac, MI 48340 248-276-1777</p>	<p align="center">Oakland County Michigan Works! 1200 N. Telegraph Rd., Ste. 437 Pontiac, MI 48341 248-858-5520</p>

METRO REGION, Continued

Baker College 3403 Lapeer Rd. Port Huron, MI 48060 810-985-7000	St. Clair County Family Independent Agency 220 Fort St. Port Huron, MI 48060 810-966-2000
Resource Network, Inc. 9349 Telegraph Redford, MI 48239 313-533-5900	Oakland University 2200 N. Squirrel Rd. Rochester, MI 48309 248-370-2100
Scott Group, LLC 936 S. Washington Royal Oak, MI 48067 248-542-9232	Lawrence Technological University 21000 W. Ten Mile Rd. Southfield, MI 48075 248-204-4000
The Jewish Vocational Service 29699 Southfield Rd. Southfield, MI 48076 248-559-5000	Entech Personnel Services, Inc. 363 W. Big Beaver, 4 th Floor Troy, MI 48084 248-528-1444
Industrial Site Services, Inc. 69 Randall Dr., #110 Troy, MI 48085 248-703-2804	Troy Career Center 550 Stephenson Hwy. Troy, MI 48083 248-823-5101
Walsh College 3838 Livernois P.O. Box 7006 Troy, MI 48007-7006 800-925-7401	Davenport University Warren Campus 27650 Dequindre Rd. Warren, MI 48092 586-558-8700
Macomb County Community College 14500 E 12 Mile Rd. Warren, MI 48088 866-622-6621	Michigan Works! 35731 W. Michigan Ave. Wayne, MI 48184 734-858-4284

NORTH REGION

Michigan Works! 315 W. Chisholm St. Alpena, MI 49707 989-358-3115	Michigan Works! 12519 State St. Atlanta, MI 49709 989-785-4054
Michigan Works! 5252 M-37 Baldwin, MI 49304 231-745-2703	Baker College Cadillac Campus 9600 E. 13th St. Cadillac, MI 49601-9169 231-876-3100
Michigan Works! 825 S. Huron, Ste. 5 P.O. Box 5217 Cheboygan, MI 49721 231-627-4303	Michigan Works! 111 S. Michigan Gaylord, MI 49735 989-732-3886
Michigan Works! 4595 Salling Rd. Grayling, MI 49738 989-348-8709	North West Michigan Works! 103 Third St. / P.O. Box 907 Kalkaska, MI 49646 1-800-442-1074

NORTH REGION, Continued

Michigan Works! 202 2 nd St. # B / PO BOX 316 Lincoln, MI 48742 989-736-6082	Manpower Temporary Services 332 N. Jebavy Drive Ludington, MI 49431 231-845-0338
Michigan Works! 5722 W. US 10 Ludington, MI 49431 231-843-2563	North West Michigan Works! 1600 US Highway 31 South Manistee, MI 49660 231-723-2535
Michigan Works! 1329 S. Mt. Tom Rd. / PO Box 608 Mio, MI 48647 989-826-6107	Michigan Works! 20709 State St. / PO Box 711 Onaway, MI 49765 989-733-8548
North Central Michigan College 1525 Howard St. Petoskey, MI 49770 1-888-298-6605	North West Michigan Works! 2225 Summit Park Dr. Petoskey, MI 49770 231-347-5150
Michigan Works! 1015 Short Dr., #2 Prudenville, MI 48651 989-366-8660	Michigan Works! 204 E. Church Ave. Reed City, MI 49677 231-832-3131
Kirtland Community College 10775 North St. Helen Rd. Roscommon, MI 48653 989-275-5000	West Shore Community College 3000 N. Stiles Rd Scottville, MI 49454 231-845-6211
The Grand Traverse Band Economic Development Coporation 2649 N.W. Bay Shore Dr. Suttons Bay, MI 49682 231-534-8000	Northwestern Michigan College 1701 E. Front St. Traverse City, MI 49686 800-748-0566
Michigan Works! 2389 S M 76 West Branch, MI 48861 989-345-1090	

SOUTHWEST REGION

The Battle Creek Enquirer 155 W Van Buren St. Battle Creek, MI 49017 1-800-333-4139	Kellogg Community College 450 North Ave. Battle Creek, MI 49017 269-965-3931
Lake Michigan College 2755 E. Napier Ave. Benton Harbor, MI 49002 269-927-8100	Michigan Works! Vincent Place 499 W. Main Street Benton Harbor, MI 49022 269-927-1799
Andrews University 100 Old US 31 Berrien Springs, MI 49104 269-471-7771	Glen Oaks Community College 62249 Shimmel Rd. Centreville, MI 49032 269-467-9945
Michigan Works! 210 Vista Dr. Coldwater, MI 49036 517-278-0200	Michigan Works! 601 N. Front St. Dowagiac, MI 49047 269-782-9864

SOUTHWEST REGION, Continued

Southwest Michigan College 58900 Cherry Grove Rd. Dowagiac, MI 49047 800-456-8675	Barry Intermediate School District 535 W. Woodlawn Ave. Hastings, MI 49058 269-945-9545
Davenport University Kalamazoo Campus 4123 W. Main St. Kalamazoo, MI 49006 269-382-2835	Western Michigan University 1903 W. Michigan Ave. Kalamazoo, MI 49008 269-387-1000
Calhoun Intermediate School District 17111 G Drive North Marshall, MI 49068 269-781-5141	Technical Personnel Services, Inc. 8315 White Pine Dr Middleville, MI 49333 269-795-4174
Michigan Works! 32849 E. Red Arrow Hwy. Paw Paw, MI 49079 269-657-7014	

SUPERIOR REGION

Michigan Works! 237 E. Caspian Ave. / PO Box 670 Caspian, MI 49915 906-265-0532	Bay De Noc Community College 2001 N. Lincoln Rd. Escanaba, MI 49829 906-786-5802
Michigan Works! 2831 N. Lincoln Rd. Escanaba, MI 49829 906-789-9732	Finlandia College 601 Quincy St. Hancock, MI 49930 906-487-7274
Michigan Technological University 1400 Townsend Dr. Houghton, MI 49931 906-487-1885	Construction and General Laborers Union Local 1329 N. US-2 / PO Box 863 Iron Mountain, MI 49801 906-774-6070
Michigan Works! 200 Fairbanks St. Iron Mountain, MI 49801 906-774-3647	Michigan Works! 100 W. Cloverland Dr. Ironwood, MI 49938 906-932-4059
Michigan Works! 115 N. Front St. L'Anse, MI 49946 906-524-5300	Michigan Works! 200 N Maple St. Manistique, MI 49854 906-341-1111
Michigan Works! 1498 Odovero Dr., #B Marquette, MI 49855 906-228-3075	Northern Michigan University 1401 Presque Isle Ave. Marquette, MI 49855 1-800-682-9797
Michigan Works! 2604 Tenth St. Menominee, MI 49858 906-863-9957	Michigan Works! 114 W. Superior St., #3 Munising, MI 49862 906-387-4937
Michigan Works! 501 W. Harrie St. Newberry, MI 49868 906-293-8551	Michigan Works! 6 Spring St., #102 St. Ignace, MI 49781 906-643-8158

SUPERIOR REGION, Continued

<p align="center">Michigan Works! 6 Spring St., #102 St. Ignace, MI 49781 906-643-8158</p>	<p align="center">Lake Superior State University 650 W. Easterday Ave. Sault Ste. Marie, MI 49783 906-632-6841</p>
<p align="center">Michigan Works! 1118 E. Easterday Ave. Sault Ste. Marie, MI 49783 906-635-1752</p>	

UNIVERSITY REGION

<p align="center">Adrian College 110 S. Madison St. Adrian, MI 49221 1-800-877-2246</p>	<p align="center">Siena Heights University 1247 Siena Heights Dr. Adrian, MI 49221 800-521-0009</p>
<p align="center">South Central Michigan Works! 1040 S. Winter St., Suite 1014 Adrian, MI 49221 517-266-5627</p>	<p align="center">The Ann Arbor News PO Box 1147 Ann Arbor, MI 48106 734-994-6989</p>
<p align="center">Cleary College 3601 Plymouth Rd. Ann Arbor, MI 48105 734-332-4477</p>	<p align="center">Concordia University 4090 Geddes Rd. Ann Arbor, MI 48105 1-888-734-4237</p>
<p align="center">University Of Michigan 515 E. Jefferson Ann Arbor, MI 48109-1306 734-764-1817</p>	<p align="center">Washtenaw Community College 4800 E. Huron River Dr. Ann Arbor, MI 48105 734-973-3300</p>
<p align="center">Hillsdale College 33 E. College St. Hillsdale, MI 49242 517-437-7341</p>	<p align="center">Livingston County Michigan Works! 1240 Packard Dr. Howell, MI 48843 517-546-7450</p>
<p align="center">Baker College Jackson Campus 2800 Springport Rd. Jackson, MI 49202 517-788-7800</p>	<p align="center">Jackson Community College 2111 Emmons Rd. Jackson, MI 49201 517-787-0800</p>
<p align="center">Davenport University Lansing Campus 220 E. Kalamazoo Lansing, MI 48933 517-484-2600</p>	<p align="center">Great Lakes Christian College 6211 W. Willow Hwy. Lansing, MI 48917 517-321-0242</p>
<p align="center">Greater Lansing Urban League, Inc. 1808 S. Pennsylvania St. Lansing, MI 48901 517-487-3608</p>	<p align="center">Manpower Temporary Services 741 N. Cedar St. Lansing, MI 48906 517-372-0880</p>
<p align="center">Road Construction Apprenticeship Readiness Program (RCAR) Virginia Abdo Department of Energy Labor & Economic Development Lansing, MI 48909 517-373-4472</p>	<p align="center">Women's Center of Greater Lansing, Inc. 1710-1712. E. Michigan Ave. Lansing, MI 48912 517-372-9163</p>

UNIVERSITY REGION, Continued

Monroe Community College 1555 S. Raisinville Rd. Monroe, MI 48161 734-242-7300	Olivet College 320 S. Main St. Olivet, MI 49076 269-749-7000
Baker College Owosso Campus 1020 S. Washington St Owosso, MI 48867 989-729-3350	Eastern Michigan University 202 Welch Hall Ypsilanti, MI 48197 734-487-1849
Michigan Works! 304 Harriet St. Ypsilanti, MI 48197 734-481-2517	

OUT OF STATE

Bowling Green State University 1001 E. Wooster Street Bowling Green, OH 43403-0302 419-372-2478	National Association of Women in Construction 327 S Adams St. Fort Worth, TX 76104 1-800-552-3506
National Society of Black Engineers 205 Daingerfield Rd. Alexandria, VA 22314 703-549-2207	

Note: All agencies listed are suggestive resources only. No agency listed is endorsed by the Michigan Department of Transportation.