MICHIGAN DEPARTMENT OF TRANSPORTATION

Small Business Liaison Section

On-the-Job Training (OJT)

Updated January 2006

Michigan Department of Transportation

Gloria J. Jeff, Department Director

Transportation Commission

Ted B. Wahby, Commission Chairman
Linda Miller Atkinson, Commissioner
Robert Bender, Commissioner
Vincent J. Brennan, Commissioner
Maureen Miller Brosnan, Commissioner
James R. Rosendall, Commissioner

Myron Frierson, Finance & Administration Bureau Director
Patricia Collins, Business & Administrative Services Division Administrator

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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 longer periods and were, therefore, more 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, including the Michigan Department of Transportation's (MDOT's), 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. Similarly, with the exception of the Supportive Services component, MDOT's OJT Program has not been modified since 1987.

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 Small Business Liaison Section 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
5	MDOT's Small Business Liaison Section
2	MDOT Bureau of Finance & Administration
2	MDOT's Construction & Technology Support Area (1from Lansing) (1from Highway Operations – Region Area)
1	FHWA – Michigan Division
1	U.S. Department of Labor (Bureau of Apprenticeship and Training)
3	Highway construction industry
2	Community-based service agencies

Representatives to the advisory committee will be named by the MDOT Director, based on recommendations from MDOT's Small Business Liaison Section. 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.

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 (Contractors)

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. The person cannot have a college degree or be on summer leave/vacation from a college program.

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 Small Business Liaison Section, 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.

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 insure 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
Painter	Up to 6,000
Project Manager	Up to 3,700
Sign Installer	Up to 4,000

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 Small Business Liaison Section when the company submits its required, proposed training plan. A copy of the contractor designed training program must accompany the company's proposed training program and written request.

Each contractor-designed training program will contain at least 1,800 hours of total training, and will list each skill, and the number of hours of training to be provided in each skill.

MDOT strongly suggests all Union Contractors enroll trainees in the appropriate union apprenticeship program. MDOT accepts union apprenticeship programs in lieu of the standard programs in this manual.

If for some reason a union 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 Small Business Liaison Section will allocate the next years training assignments to prequalified 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).

    c. The contractor's average, gross MDOT federal-aid work performed for the preceding three years will be calculated, one training assignment will be allocated for each $4 million in MDOT federal-aid work performed, as shown on the following chart:

Three Year Average ($ Millions)	Training Assignment(s)
$0 up to $4	0
4 up to 8	1
8 up to 12	2
12 up to 16	3
16 up to 20	4
20 up to 24	5
24 up to 28	6
28 up to 32	7
32 up to 36	8
36 up to 40	9
40 up to 44	10
and so on...	

The formula for allocating training assignments is further illustrated in Table 1 on the next page.

Allocation of Training Assignments (Continued)

Contractor A, who averaged $18.7 million would receive four (4) trainee assignments– whereas Contractor B, who averaged $4.5 million in MDOT federal- aid work performed for calendar years 1994 through 1996 would receive one (1) trainee assignment.

Table 1

	FY 1994	FY 1995	FY 1996	Average	FY 1997 Assignment(s)
Contractor A	24.3	13.4	18.3	18.7	4
Contractor B	$5.2	$4.9	$3.4	$4.5	1
Contractor C	2.7	.4	4.3	2.5	0

d. Within 30 days of notification of their annual training assignment allocation letter, the contractor will be required to submit a plan to the Michigan Department of Transportation Small Business Liaison Section, which identifies the skilled craft training program(s) which have been selected to meet its training commitment.

NOTE: *Following the initial assignment of training slots, the total number of OJT's a contractor is responsible for employing will be adjusted according to the contractor's annual tally of MDOT federal-aid gross receipts, as determined in accordance with the formula for assigning training slots. For example, a contractor initially assigned* 4 *training slots, based on* $16 *million in MDO'i' federal-aid gross receipts, whose gross receipts the following year increased (according to the formula for assigning OJT slots) to $20 million, would then be responsible for* 5 *training slots, rather than* 4, *in which case the contractor would be responsible for the filling of an additional training slot, unless one or more training programs had been completed during the previous year. If there have been completions the contractor would be responsible for the one additional training slot, plus assigning new OJT's for the number of training program completions.*

MDOT Review Committee

The review committee will be responsible for reviewing the contractors' proposed training plans on an as needed basis. The Small Business Liaison Section Administrator will serve as the chair of this committee. Some issues that may be reviewed by this committee include:

- Requests for exemption (waiver of one or more OJT slots)
- 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 the Administrator and/or the review committee, the contractor may make 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 Appeals Committee will be comprised of individuals other than those on the MDOT Review Committee. Employees of the Small Business Liaison Section, (SBL) and employees reporting to the SBL Administrator are excluded from this committee.

The decision of the MDOT 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 the 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 Appendix B to Subpart A of 23 CFR (Code of Federal Regulations) 230.

In the case where 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 Small Business Liaison Section, 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.

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 Gyrotory 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, temp late, 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, comers; 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 FofD1ulas 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
Spreader box man
Screed checker
Raker
Shoveler
Tamper and hand rolling 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 incorporated 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 grad 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 subcontractors to construct a project on time and on budget. Reports daily activities and verify 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: **1000**

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 perfoI1I1 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**

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

IRON WORKER, Continued

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

Reading job plans and specifications
Reinforcing
Care and use of tools
Ties
Field fabrication of robar
Unloading, handling and sorting
Placing
- Footing, walls and columns
- Beams and girders
- Joist and slabs

Highway structures, footing, 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.

IRON WORKER, Continued

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
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 are 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 – 4year)
(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 Hour

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, OSHAIMIOSHA 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 = **6000**

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: Maintain and set 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

2004

EMPLOYMENT RESOURCE DIRECTORY
2004

Alma College
614 W Superior St.
Alma, MI 48801
989-463-7111

Baker College
Flint Campus
1050 W. Bristol Rd.
Flint, MI 48507
810-766-4200

Baker College
Owosso Campus
1020 S. Washington St
Owosso, MI 48867
989-729-3350

Central Michigan University
102 Warriner Hall
Mt. Pleasant, MI 48859
989-774-3000

Delta College
1961 Delta Rd.
University Center, MI 48710
989-686-9000

Davenport College
Flint Campus
4318 Miller Rd
Flint, MI 48504
810-789-2200

Employment & Training Consortium
1184 Cleaver Rd.
Ste. 900
Caro, MI 48723
517-673-8103

Flint Enquirer Newspaper
1001 Martin L. King Ave.
Flint, MI 48503

Genesee County Office of Affirmative Action
101 Beach St.
Flint, MI 48502
810-257-3028

Human Investment and Development Corp.
711 N. Saginaw
Ste. 323 Reuther Cntr.
Flint, MI 48503
810-235-6011

Kettering University
1700 W. Third Ave.
Flint, MI 48504
810-762-9500

Laborers Union Local 1098
345 Morley
Saginaw, MI 48605
989-752-6146

MESA
228 Washington
Bay City, MI 48708
989-894-2981

MESA
5402 Clio Rd
Flint, MI 48504
810-232-7110

MESA
5108 N. Eastman Rd
Midland, MI 48642
989-835-7134

Rehabilitation Services
303 W. Water St
Ste. 204
Flint, MI 48503
810-760-2103

Michigan Works!
327 E. Center St.
Alma, MI 48801
989-466-4832

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

Michigan Works!
1803 S. Mission St.
Mt. Pleasant, MI 48858
989-773-5304

Michigan Works!
4480 W. M-61
Standish, MI 48658
989-846-2111

Midland Michigan Works!
1409 Washington
Midland, MI 48642
989-631-30763

Mid Michigan Community College
1375 S. Clare Ave.
Harrison, MI 48625
989-386-6622

Montcalm Community College
2800 College Dr.
Sidney, MI 48885
517-328-2111

Mott Community College
1401 E Court St.
Flint, MI 48503
810-762-0200

North Oakland Center
115 Battle Alley
Holly, MI 48442

Northwood University
4000 Whiting Dr
Midland, MI 48604
989-837-424273
800-457-7878

Saginaw Transitional
507 Catherine St.
Saginaw, MI 48602

Saginaw Valley State University
7400 Bay Rd.
University Center, MI 48710
989-964-4000

S.E.R. Jobs for Progress
1535 S. Warren Ave.
Saginaw, MI 48601
989-797-1137

Teamsters Local 332
1502 S. Dort Hwy.
Flint, MI 48503
810-767-7730

The Flint Journal
200 E 1st St.
Flint, MI 48502
810-766-6100

Thumb Area Emploument and Training Consortium
3270 Wilson St.
Marlette, MI 48453
517-635-3561

Unemployment Agency
1000 N. Madison
Bay City, MI 48708
989-894-2981

University of Michigan-Flint
303 Kearsley St.
Flint, MI 48502
810-762-3000

Urban League of Flint
5005 Cloverlawn Dr.
Flint, MI 48504
810-789-7611

Aquinas College
1607 Robinson Rd. SE
Grand Rapids, MI 49506
616-632-8900

Calvin College
3201 Burton St. SE
Grand Rapids, MI 49546
616-526-6000

Central Area Partnrship Consortium (CAPC)
904 Oak Dr.
PO Box 368
Greenville, MI 48838
616-754-9315

Construction Trades Subcontractors
1001 S Division, Ste. 200
Grand Rapids, MI 49507
616-241-1230

Cornerstone College
1001 E. Beltline NE
Grand Rapids, MI 49505
616-222-1433

Davenport College
Grand Rapids Campus
415 E Fulton St.
Grand Rapids, MI 49503
616-451-3511

El Hispano News
1922 S. Division, Ste. 204
Grand Rapids, MI 49507
616-452-1511

El Vocero Hispano
1438 Eastern
Grand Rapids, MI 49507
616-246-6023

Ferris State University
901 South Street
Big Rapids, MI 49307
1-800-433-7747

Goodwill Industries
3035 Prairie SW
Grandville, MI 49418
616-532-4200

Grace Bible College
1011 Aldon SW
PO Box 910
Grand Rapids, MI 49509
616-538-2330

Grand Rapids Community College
143 Bostwick NE
Grand Rapids, MI 49503
616-234-4100

Grand Rapids Times
2016 Eastern St. SE
Grand Rapids, MI 49507
616-245-8737

Grand Rapids Urban League
745 Easter Ave., SE
Grand Rapids, MI 49503
616-245-2207

Grand Valley State University
1 Campus Dr.
Allendale, MI 49401
616-331-5000

Hispanic Center of Western Michigan
560 Hall St., SW
Grand Rapids, MI 49507

ITT Technical Institute
4020 Sparks Dr. SE
Grand Rapids, MI 49546
616-956-1060

International Union of Operating Engineers
Local 324
3755 Rememberance Rd.
Walker, MI 49544
616-453-6397

Kendall College of Design
17 Fountain St.,NW
Grand Rapids, MI 49503
616-451-2787

Latin American Service
121 Franklin SE
Grand Rapids, MI 49597
616-336-4018

MESC
3391 PlainfieldAvenue, NE
Grand Rapids, MI 49525
616-361-3200

Michigan Indian Employment and Training Services
2367 Bryon Center
Grand Rapids, MI 49509
616-538-9644

Michigan Works!
1560 Leonard, NE
Grand Rapids, MI 49505
616-336-4460

Michigan Works!
Customer Services Unit
Sheldon Complex/Lower Level
121 Franklin, SE
Grand Rapids, MI 49507
616-336-4040

Michigan Works!
Job Center
110 S. Greenville Dr., W. Ste. 2
Greenville, MI 48838
616-754-3611

Michigan Works!
307 Adams St.
Ionia, MI 48846
616-527-1360

Michigan Works!
169 N. Michigan Ave
Shelby, MI 49455
231-861-2073

Michigan Works!
36 Applewood Dr.
Sparta, MI 49345
616-887-2960

Michigan Works!
110 Elm St.
Big Rapids, MI 49307
231-796-4891

Michigan Works!
826 N. State St., B
Big Rapids, MI 49307
231-796-0049

Michigan Works!
4747 W.48th St, Ste 162
Fremont, MI 49412
231-924-3230

Michigan Works!
765 W, Norton Ave.
Muskegon, MO 49441
231-739-9010

Michigan Works!
1580 Park St.
Muskegon, MI 49441
231-739-2247

Michigan Works!
2913 Hoyt St.
Muskegon Heights, MI 49444
231-739-2247

Michigan Works!
1550 E. Laketon Ave.
Muskegon, MI 49442
231-760-1999

Michigan Works!
White Lake WDC
541 E. Slocum St.
Whitehall, MI 49461
231-894-0515

Muskegon Community College
221 S. Quarterline Rd.
Muskegon, MI 49442
231-773-9131

Take Pride! Community
1014 Franklin St.
Ste. 4272
Grand Rapids, MI 49507
616-243-4114

West Michigan Contractors Assoc.
1750 Cinecroft NW
Grand Rapids, MI 49507

Vietman Veterans of America
1743 28th SW
Wyoming, MI 49509
616-534-3133

Baker College
Auburn Hills Campus
1500 University Dr.
Auburn Hills, MI 48326
248-340-0600

Baker College
3403 Lapeer Rd.
Port Huron, MI 48060
810-985-7000

Baker College
Mt. Clemens Campus
34950 Little Mack Ave.
Clinton Twp., MI 48035
810-791-6610

Balance of Oakland Co.
1200 N. Telegraph Rd..
Ste. 1560
Pontaic, MI 48025
248-858-1849

Careerwords, Inc.
1200 E. McNichols
Highland Park, MI 48203
313-867-3500

Cass Technical High School
2421 Second Ave.
Detroit, MI 48201
313-596-3900

Center for Creative Studies
201 Kirby St.
Detroit, MI 48202
313-872-8377

Center for Humanistic Studies
26811 Orchard Lake Rd
Farmington Hills, MI 48334
248-476-1122

City of Detroit Employment and Training Department
707 W. Milwaukee
5th Floor
Detroit, MI 48202
313-876-0674

Cranbrook Academy of Art
3922 N. Woodward Ave.
PO Box 801
Bloomfield Hills, MI 48303
248-645-3300

Detroit College of Business
4801 Oakman Blvd.
Dearborn, MI 48126
313-581-4400

Detroit College of Business
Warren Campus
27500 Dequindre
Warren, MI 48092
586-558-8700

Detroit Economic Growth Corp.
500 Griswold St.
Ste. 2200
Detroit, MI 48226
313-963-2940

Detroit Work Place North
707 W. Milwaukee at Third
Detroit, MI 48202
313-876-5253

Detroit Work Place South
455 W. Fort St. at First
Detroit, MI 48226
313-961-4118

Employment & Training Designs, Inc.
3693 Metro Place Mall
Wayne, MI 48184
734-858-4284

Entech Services, Inc.
Personnel
363 W. Big Beaver, 4th Floor
Troy, MI 48084
248-528-1444

Job Link Center
1847 N. Perry
Pontiac, MI 48340
248-276-1777

Henry Ford Community College
5101 Evergreen
Dearborn, MI 48128
313-845-9618

Operating Engineers Local 324
37450 Schoolcraft Rd., Ste. 110
Livonia, MI 48150
734-462-3600

J. Tech. Services
330 E. Maple, Ste. E
Troy, MI 48083
248-588-0780

Laborers Union Local 1191
2161 W. Grand Blvd.
Detroit, MI 48208
313-894-2241

Lapeer County Vocational Technical Center
690 Lake Pleasant, North
Attica, MI 48412
810-724-0541

Lased Youth Center
7150 W. Vernor
Detroit, MI 48209
313-841-1430

Latin Americans For Social Development
4138 W. Venor
Detroit, MI 48209
313-554-2025

Lawrence Technological University
21000 W. Ten Mile Rd.
Southfield, MI 48075
248-204-4000

Lewis College of Business
17370 Meyers
Detroit, MI 48235
313-862-6300

Macomb County Community College
14500 E 12 Mile Rd.
Warren, MI 48088
866-622-6621

Macomb County Community College
44575 Garfield Rd.
Mt. Clemens, MI 48038
810-286-2000

Madonna University
36600 Schoolcraft Rd.
Livonia, MI 48150
800-852-4951

Marygrove College
8425 W. McNichols Rd.
Detroit, MI 48221
313-927-1200

MESC
17 S. Glenwood Ave. Plaza
Pontiac, MI 48342
248-589-1600

Michigan Citizen
2669 Bagley Street
Detroit, MI 48216
313-963-8282

Michigan Minority Business Development Council
3011 W. Grand Blvd.
Ste. 230
Detroit, MI 48202
313-873-3200

Michigan Works!
75 N. River Rd.
Mt. Clemens, MI 48043
586-469-7702

NAACP
2990 E. Grand Blvd.
Detroit, MI 48202
313-871-2087

Oak Park Career Center
Clinton School
22180 Parklawn, Room 111
Oak Park, MI 48237
248-691—8437

Oakland Community College
2900 Featherstone Rd,
Auburn Hills, MI 48326
248-232-4100

Oakland County Michigan Works!
Employment & Training Division
Dept. of Public Service

Executive Office Bldg.
1200 N. Telegraph Rd., Ste. 437
Pontiac, MI 48341
248-858-5520

Oakland University
Corner of Squirrel Rd. & Walton Blvd.
Rochester, MI 48309
248-370-2100

Operating Engineers Local 324
37450 Schoolcraft
Livonia, MI 48150
734-462-3660

A. Phillip Randolph Vocation/Technical Center
17101 Hubble
Detroit, MI 48235
313-494-7100

Renaissance High School
6565 W. Outer Dr.
Detroit, MI 48235
313-494-7212

Resource Network, Inc.
9335 Telegraph
Redford, MI 48239
313-533-5900

Rochester College
800 W. Avon Rd.
Rochester Hills, MI 48307
248-218-2000

S.E.R. Metro-Detroit Jobs for Progress
15400 Grand River Avenue
Detroit, MI 48227
313-659-0890

St. Clair County
Family Independent Agency
220 Fort St.
Port Huron, MI 48060
810-966-2000

Schoolcraft College
18600 Haggerty Rd.
Livonia, MI 48152
734-462-4400

Southeast Michigan Community Alliance
8750 S. Telegraph Rd.
Taylor, MI 48180
313-299-0913

Southern Christian Leadership Conference
5050 Joy Rd
Detroit, MI 48204
313-933-1002

Southfield Career Center
21030 Indian Street
Southfield, MI 48034
248-827-2680

Manpower Resources, Inc.
30800 Orchard Lake
Farmington Hills, 48334
248-585-2720

The Ann Arbor News
PO Box 1147
Ann Arbor, MI 48106
734-482-2633

The Detroit Free Press
321 Lafayette Blvd.
Detroit, MI 48226
313-222-2288

The Detroit News
1301 Orleans Street, Apt. 615.
Detroit, MI 48207
313-222-6400

The Jewish Vocational Service
29699 Southfield Rd.
Southfield, MI 48076
248-559-5000

The Macomb Daily
100 Macomb Daily Dr.
Mt. Clemens, MI 48043
586-469-4510

The Oakland Press
48 W. Huron
Pontiac, MI 48343
248-332-8181

Troy Career Center
550 Stephenson Rd.
Troy, MI 48083
248-879-7586

University of Detroit Mercy
P.O. Box 19900
4001 W. McNichols
Detroit, MI 48219
313-993-1000

Dearborn Campus
4901 Evergreen Rd.
Dearborn, MI 48128
313-593-5000

Walled Lake Career Center
615 N. Pontiac Trl.
Walled Lake, MI 48390
248-956-5060

Walsh College
3838 Livernois
P.O. Box 7006
Troy, MI 48007-7006
248-689-8282

Wayne County Community College
801 W. Fort St.
Detroit, MI 48226
313-496-2600

William Tyndale College
35700 W. 12 Mile Rd.
Farmington Hills, MI 48331
248-553-7200

Baker College
Cadillac Campus
9600 E. 13th St.
Cadillac, MI 49601-9169
231-775-8458

Baker College
Muskegon Campus
1903 Marquette Ave.
Muskegon, MI 49442-3404
231-777-5200

Ferris State University
Career Services-Jan Montague
Rankin Center 206
805 Campus Dr.
Big Rapids, MI 49307
231-591-2000

Grand Traverse Band
2605 N.W. Bayshore Dr.
Sutton Bay, MI 49682
231-271-7115

Kirtland Community College
10775 North St. Helen Rd.
Roscommon, MI 48653
989-275-5000

Manpower Temporary Services
901 Tinkham Avenue
Ludington, MI 49431
231-845-0338

MESC
2644 Peck St.
Muskegon, MI 49443
616-739-8900

Michigan Works!
825 S. Huron, Ste. 5
P.O. Box 5217
Cheboygan, MI 49721
231-627-4303

Michigan Works!
Elkland Center
P.O. Box 836
Atlanta, MI 49709
989-785-4054

Michigan Works!
111 S. Michigan
Gaylord, MI 49734
989-732-3886

Michigan Works!
4595 Salling Rd.
Grayling, MI 49738
989-348-8709

Michigan Works!
202 S. Second St.
Ste. B
Lincoln, MI 48742
989-736-6082

Michigan Works!
5722 W. US 10
Ludington, MI 49431
231-843-2563

Michigan Works!
1329 S. Mt. Tom
PO Box 608
Mio, MI 48647
989-826-6107

Michigan Works!
20709 State St.
PO Box 711
Onaway, MI 49765
989-733-8069

Michigan Works!
5800 Skeel Ave.
Ste. 307
Oscoda, MI 48750
989-739-1444

Michigan Works!
1015 Short St.
Prudenville, MI 48651
989-366-8660

Michigan Works!
204 W. Upton Ave.
Reed City, MI 49677
231-832-3131

Michigan Works!
630 Progress
West Beach, MI 48861
989-345-1090

Muskegon Community College
221 S. Quarterline Rd.
Muskegon, MI 49442
231-773-9131

North Central Michigan College
1515 Howard St.
Petoskey, MI 49770
1-888-298-6605

Northeast Michigan Consortium
20709 State St.
Onaway, MI 49765
989-733-8548

Northwestern Michigan College
1701 E. Front St.
Traverse City, MI 49686
231-995-1135

North West Michigan Council of Governments
2200 Dendrinos Dr.
Po Box 506
Traverse City, MI 49685
231-929-5000

North West Michigan Works!
Service Center
1600 US-31
Manistee, MI 49660
231-723-4610

North West Michigan Works!
Service Center
103 Third St., P.O. Box 907
Kalkaska, MI 49646
1-800-442-1074

North West Michigan Works!
Service Center
2225 Summit Park Dr.
Petoskey, MI 49770
231-347-5150

Andrews University
Berrien Springs, MI 49104
269-471-7771

Barry Intermediate School District
535 W. Woodlawn
Hastings, Mi 49058
269-945-9545

Calhoun Intermediate School District
17111 G Drive North
Marshall, MI 49068
269-781-5141

Council for Employment Needs & Training
135 Hamblin Ave.
Battle Creek, MI 49015
616-660-1412

Davenport College
Kalamazoo Campus
4123 W. Main St.
Kalamazoo, MI 49006
269-382-2835

Glen Oaks Community College
62249 Shimmel Rd.
Centerville, MI 49032
269-467-9945

Hope College
265 College Ave..
Holland, MI 49423
616-395-0026

Kalamazoo College
217 Monroe St..
Kalamazoo, MI 49006
269-337-7002

Kalamazoo Valley Community College
6767 W. O Ave.
Kalamazoo, MI 49003
269-488-4400

Lake Michigan College
2755 E. Napier Ave.
Benton Harbor, MI 49002
269-927-8100

Michigan Works!
223 S. Front St.
Dowagiac, MI 49047
269-782-9864

Michigan Indian Employment
& Training Services, Inc.
724 W. Centre Ave.
Portage, MI 49024
269-323-0234

Michigan Unemployment Security Agency
701 Chicago Dr., Ste. 310 @ Waverly
Holland, MI 49423
616-396-2154

Michigan Works!
5252 M-37
Baldwin, MI 49304
231-745-2703

Michigan Works!
Service Center
Vincent Place
185 E. Main St., Ste., 101
Benton Harbor, MI 49022
269-927-1799

Michigan Works!
Branch County Emp. Service
210 Vista Dr.
Coldwater, MI 49036
517-278-0201

Michigan Works!
Ottawa County
Services Center
12251 James St.
Holland, MI 49424
616-846-5110

Michigan Works!
1601 S. Burdick St.
Kalamazoo, MI 49001
269-383-2536

Michigan Works!
Service Center
1105 N. Front Street, Suite 15
Niles, MI 49120
269-687-9348
Michigan Works!
Service Center
601-D Front Street
Dowagiac, MI 49047
269-782-9864

Michigan Works!
232 E. Michigan St.
Paw Paw, MI 49079
269-657-7014

Michigan Works!
950 Bailey Ste. 4
South Haven, MI 49090
269-637-4020

Michigan Works!
Berrien/Cass/Van Buren
185 E. Main, Ste. 303
Benton Harbor, MI 49022
269-927-1064

Ottawa County Department of Human Services
12265 James St.
Holland, Mi 48424
616-393-5600

Southwest Michigan College
Dowagiac, MI 49047
269-782-8414

Western Michigan University
Kalamazoo, MI 49008
269-387-6368

Bay De Noc Community College
2001 N. Lincoln Rd.
Escanaba, MI 49829
906-786-5802

Construction and General Laborers Union Local 1329
N. US-2
PO Box 863
Iron Mountain, MI 49801
906-774-6070

Eastern Upper Peninsula Employment & Training Consortium
1118 E. Easterday Ave.
Sault Ste. Marie, MI 49783
906-635-1752

Lac Vieux Desert Tribe
PO Box 249
Watersmett, MI 49969
906-358-4928

Lake Superior State University
650 W. Easterday Ave.
Sault Ste. Marie, MI 49783
1-906-632-6841

Michigan Technological University
1400 Townsend Dr.
Houghton, MI 49931
906-487-1885

Michigan Works!
315 W. Chisholm St.
Alpena, MI 49707
989-358-3115

Michigan Works!
237 E. Caspian Ave.
Caspian, MI 49915
906-265-0532

Michigan Works!
2831 N. Lincoln Rd.
Escanaba, MI 49829
906-789-9732

Michigan Works!
902 Razorback Dr.
Ste. 6
Houghton, MI 49931
609-482-6916

Michigan Works!
200 Fairbacks
Iron Mountain, MI 49801
906-774-3647

Michigan Works!
100 W Cloverland
Ironwood, MI
906-632-4059

Michigan Works!
115 N. Front
L'Anse, MI 49946
906-524-5300

Michigan Works!
200 N Maple St.
Manistique, MO 49854
906-341-1111

Michigan Works!
1498 O'Dovers Dr.
Marquette, MI 49855
906-228-3075

Michigan Works!
114 W. Superior
Munising, MI 49862
906-387-4937

Michigan Works!
501 W. Harrie St.
Newberry, MI 49868
906-293-8551

Michigan Works!
1118 E. Easterday Ave.
Sault Ste. Marie, MI 49783
906-635-1752

Michigan Works!
396 N. State St.
St. Ignace, MI 49781
906-643-8158

Michigan Works!
2604 Tenth St.
Menominee, MI 49858
906-863-9957

Michigan Works!
906 River St.
Ontonagon, MI 49953
906-844-4753

Northern Michigan University
1401 Presque Isle Ave.
Marquette, MI 49885
1-800-682-9797

Suomi College
601 Quincy St.
Hancock, MI 49930
906-487-7274

West Shore Community College
3000 N. Stiles Rd
Scottville, MI 49454
231-845-6211

Western U.P. Manpower Consortium
100 W. Cloverland Dr.
Ironwood, MI 49938
906-932-4059

Adrian College
110 S. Madison St.
Adrian, MI 49221
1-800-877-2246

Baker College
Jackson Campus
2800 Springport Rd.
Jackson, MI 49202
517-788-7800

Cleary College
3601 Plymouth Rd.
Ann Arbor, MI 48104
l-888-5-Cleary

Concordia University
4090 Geddes Rd.
Ann Arbor, MI 48105
l-888-734-4237

Davenport College
Lansing Campus
405 Cherry St.
Lansing, MI 48933
517-367-8260

Eastern Michigan University
202 Welch Hall
Ypsilanti, Mi 48197
734-487-1849

Great Lakes Christian College
6211 W. Willow Hwy.
Lansing, MI 48917
517-321-0242

Jackson Community College
230 W. Courtland Ave.
Jackson, MI 49201
269-965-4125

Kellogg Community College
450 North Ave.
Battle Creek, MI 49014
269-965-3931

Lansing Community College
419 N. Capital Ave.
Lansing, MI 48933
517-483-1265

Lenawee Vo-Tech Center Placement Office
2345 N. Adrian Hwy.
Adrian, MI 49221
517-269-1659

Livingston Job Training Services
1255 E. Grand River Ave.
Howell, MI 48843
517-546-7450

Manpower Temporary Services
741 N. Cedar
Lansing, MI 48906
517-372-0880

MESC
135 Hamblin Ave. W
Battle Creek, MI 49017
616-962-5411

MESC
5015 S. Cedar Street
Lansing, MI 48910
517-334-6009

Michigan Indian Employment &
Training Services, Inc.
1955 Pauline Blvd.
Ann Arbor, MI 48103
734-930-6860

Michigan Rehabilation Services
Ann Arbor, MI 48104
734-936-7175

Michigan State University
Union-Main-office
E Lansing, MI 48824
517-355-1855

Michigan Works!
1850 W. Mt. Hope Ave.
Lansing, MI 48910
517-487-0106

Michigan Works!
2010 W. Holmes
Lansing, MI 48910
517-323-2400

Michigan Works!
1795 W. Main St.
Owosso, MI 48867
989-729-6663

Michigan Works!
101 W. Cass St., 2nd Floor
St. Johns, MI 48879
517-224-2000

Monroe Community College
1555 S. Raisinville Rd.
E. Lansing, MI 48161
734-242-7300

Olivet College
320 S. Main St.
Olivet, MI 49076
1-800456-7189

Michigan Works!
304 Harriet St.
Ypsilanti, MI 48197
734-481-2517

Sienna Heights College
1247 Sienna Heights Dr.
Adrian, MI 49221
517-263-0731

South Central Michigan Works!
1040 S. Winter St., Ste. 1014
Adrian, MI 49221
517-266-5627

University Of Michigan
515 E. Jefferson
Ann Arbor, MI 48109-1306
734-764-1817

Washtenaw Community College
4800 E. Huron River Dr.
Brighton, MI 48106
734-973-3300

Washenaw County Employment Training and
Community Services
45 Neckel Ct.
Milan, MI 48160
734-439-1540

Bowling Green State University
Bowling Green, OH 43403-0302
419-372-2531

Hispanic Engineer
729 E Pratt St.
Ste. 504
Baltimore, MD 21202
410-244-7101

National Association of Women in Construction
327 S Adams St.
Fort Worth, TX 76104
1-800-552-3506

National Society of Black Engineers
1454 Duke St.
Alexandria, VA 22313
703-549-2207

Orange County Register
625 N Grand Ave.
Santa Ana, CA 92701
877-469-7344

S.E.R.
100 Decker Dr.
Ste. 200
Irving, TX 75062
214-541-0616

Society of Hispanic Engineers
5400 E Olympic Blvd.
Ste. 210
Los Angeles, CA 90022
323-725-3970

Society of Women Engineers
120 Wall St.
11th Floor
New York, NY 10005
212-509-9577

U.S. Black Engineer of the Year Awards
729 E Pratt St.
Ste. 504
Baltimore, MD 21202
410-244-7101

The Flint Journal
200 E 1st St.
Flint, MI 48502
810-766-6100

El Hispano News
1451 Grandville SW
Grand Rapids, MI 49509
616-452-1511

El Vocero Hispano
P.O. Box 7287
Grand Rapids, MI 49510
616-246-6023

Grand Rapids Times
2016 Easter St., SE
Grand Rapids, MI 59507
616-245-8737

The Grand Rapids Press
155 Michigan St. NW
Grand Rapids, MI 49503
1-800-638-3743

Contractor Publishing Co.
1629 W. Lafayette
Detroit, MI 48216
313-962-3337

Ecorse Telegram
4122 10th St.
Ecorse, MI 48299
313-928-2955

Michigan Citizen
12541 Second Street
P.O. Box 3560
Highland Park, MI 48203
313-869-0033

Pontiac Citizens Post
Po Box 431402
Pontiac, MI 48343
248-338-0456

The Ann Arbor News
P.O. Box 1147
Ann Arbor, MI 48106
734-482-2633

The Detroit Free Press
600 W. Fort
Detroit, MI 48226
313-222-6500

The Detroit News
615 W. Lafayette Blvd.
Detroit, MI 48277
313-222-6400

The Macomb Daily
100 Macomb Daily Dr.
Mt. Clemens, MI 48043
586-469-4510

The Oakland Press
48 W. Huron
Pontiac, MI 48343
248-332-8181

Alpena Community College
666 Johnson St.
Alpena, MI 49707
989-355-7290

The Traverse City Record Eagle
120 W. Front St.
PO Box 632
Traverse City, MI 49685
616-906-2000

Jackson Blazer
235 W. Prospect
Jackson, MI 49203
517-787-3018

Metroplex News
310 Grand Ave.
Lansing, MI 48937
517-374-7539

OUTSTATE

Orange County Register
PO Box 11626
Santa Ana, CA 92711
714-565-3657

INSTITUTES, SCHOOLS, TRADE SCHOOLS, COLLEGES & UNIVERSITIES

Alma College
614 W. Superior
Alma, MI 48801
989-463-7111

Baker College
Flint Campus
1050 W. Bristol Rd.
Flint, MI 48507
810-766-4200

Baker College
Owosso Campus
1020 S. Washington St.
Owosso, MI 48867
989-729-3350

Central Michigan University
102 Warriner Hall
Mt. Pleasant, MI 48859
517-774-3076

Eaton Intermediate School District
Employee Service Center
1790 Packard Hwy
Charlotte, MI 48813
517-542-5500

Greater Lansing Urban League, Inc.
1808 S Pennsylvania Ave., Suite A
Lansing, MI 48901-4276
517-487-3608

The Battle Creek Enquirer
155 W Van Buken St.
Battle Creek, MI 49015
1-800-333-4139

Escanaba Truck Driving School
403 US-41
Carney, MI 49812
906-639-2994

Hillsdale College
33 E. College St.
Hillsdale, MI 49242
517-437-7341

Jackson Community College
2111 Emmons Rd.
Jackson, MI 49201-8399
517-787-0800