

## APPENDIX 302c

### MEMORANDUM OF UNDERSTANDING

#### International Union of Operating Engineers (IUOE)

Where the International Union of Operating Engineers (IUOE) Job Corps Program operates, the provisions of this Memorandum of Understanding (MOU) apply to IUOE Job Corps officials and staff, and Center Directors (including designees). No deviations from the MOU are authorized without the specific and written approval of the Job Corps National Director.

Wherever the acronym IUOE appears throughout this MOU, it represents the IUOE Job Corps Program. Should any differences exist between this MOU and the Statement of Work (SOW) for IUOE, the provisions of the SOW take precedence.

#### 1. PURPOSE

This document constitutes a working agreement between IUOE and the \_\_\_\_\_ Job Corps Center Director entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2008. (Appropriate signatures required at the end of this Agreement.)

#### 2. CENTERS, PROGRAMS, SLOTS, AND RATIOS

IUOE shall provide 29 contracted career technical training programs at 12 centers (including agency centers), totaling 416 slots (these figures are valid as of April 2008).

IUOE Training Program	Number	Slots
Heavy Equipment Operator	16	192
Heavy Equipment Mechanic	9	144
Paving (Basic)	1	20
Paving (Advanced)	1	20 (10 full-time)
Stationary Engineering	2	40
Total	29	416

To modify any of the above figures, IUOE is required to follow the Career Technical Training Change Request process established by the National Office of Job Corps (PRH Change Notice No. 05-17 and PRH Appendix 307), in conjunction with Job Corps Regional Offices and Center Directors. All changes in any of the above categories shall be reflected through fully executed Contract Modifications initiated by the National Office of Job Corps.

IUOE shall offer training programs in accordance with the student/instructor ratios listed below:

IUOE Training Program	Total Slots per Instructor
Heavy Equipment Operator	12
Heavy Equipment Mechanic	16
Paving (Basic)	20
Paving (Advanced)	20 (10 full-time)
Stationary Engineering	20

### 3. **BASIC RESPONSIBILITIES FOR PROGRAMS AND SERVICES**

IUOE, in collaboration with centers where IUOE programs operate and provide services, and to the extent that adequate resources are made available, shall provide all necessary administrative and training personnel, services, off-center administrative facilities and materials, and staff travel and subsistence required to accomplish contracted training services with Job Corps. IUOE shall deliver these in accordance with the:

- Workforce Investment Act (WIA) of 1998, as amended, and implementing regulations;
- President's High Growth Job Training Initiative;
- Job Corps Policy and Requirements Handbook (PRH), as well as other Job Corps instructions and policy issuances;
- Career Development Services System (CDSS); and
- Memorandum of Understanding (MOU) signed by an IUOE Executive or designee and each Center Director or designee where IUOE operates career technical training programs.

The following are specific responsibilities for IUOE and all Center Directors where IUOE programs exist:

- A. **NTC Operation Plan** – IUOE shall develop, in conjunction with centers and Regional Offices, as appropriate, an *Operation Plan* and submit it to the Job Corps National Contracting Officer Technical Representative (COTR) within 90 days of the plan template being available following final contract definitization and award in the first base year. For the second base year and each option year, provided that the National Office of Job Corps extends the contract with IUOE, IUOE shall revise its *Operation Plan* and submit a summary of all changes, if applicable, to the National COTR within 60 days of contract extension award. In accordance with Job Corps policy, regulations, and requirements, the *Operation Plan* should contain detailed descriptions of IUOE Job Corps Program administrative structure, operation systems, and processes for all its recruitment, training, placement (including registered apprenticeship programs), and follow-up services to students; IUOE staff qualifications and annual professional development plans; and activities to align training to the latest industry skill/training standards. The format of the *Operation Plan* can be similar to a Job Corps Center Plan.
- B. **Industry Skill/Training Standards** – IUOE shall provide training programs that lead to

high growth, high demand, and high wage positions in the construction industry. IUOE shall align all their technical training programs to the latest skills/training standards of the construction industry.

- C. **Training Outcomes** – IUOE shall provide assigned students training in career technical, career success, and applied academic skills so that they become agile workers with expanded career options, and maintain long-term attachment to the labor market or educational opportunities. Specifically, training outcomes from IUOE programs include the following categories:
- a. Students enter a registered apprenticeship training program leading to full journeyman status, a customized employer-based training program that leads to career opportunities, or
  - b. Students enter a specific area of the craft/trade that pays sustainable wages and offers the opportunity for long-term employment and career advancement, or enter the Armed Forces, or
  - c. Students enter a community college or technical training school-level program to pursue further technical training or degree-based education, if they choose not to pursue further training or job placement in the occupation for which IUOE has provided the training.
- D. **Placement Services** – IUOE shall administer initial job placement services for up to 6 months from separation, and career transition support for 12 months following the date the initial job placement is accepted by the Center Information System/Career Transition Services (CIS/CTS), to all graduates. IUOE shall provide initial placement services to former enrollees, as defined in PRH 4.2, R1.b, for up to 3 months following separation.
- In addition to job placement services, IUOE may also provide career transition support services to graduates, such as making arrangements for housing and transportation, where IUOE has the capability to effectively deliver such services and the provision of such services has first been coordinated with the designated Career Transition Services (CTS) provider.
- IUOE instructors and field staff shall work collaboratively with Job Corps regional officials and center staff to ensure that IUOE-provided job placement and, as applicable, career transition support services are coordinated with the development and implementation of each center's *Center Plan*.
- E. **Collaboration With Other Job Corps Entities** – It is imperative that IUOE establish and maintain open and professional communication with Department of Labor (DOL) regional officials and staff from centers, operators, and Outreach and Admissions (OA) and CTS contractors. The National Office of Job Corps encourages IUOE to work with

all related entities referenced above, within established protocol, to address and resolve any area of concern before seeking involvement of the NTC COTR and the National Office. Within available resources, IUOE shall also try to conduct a minimum of one face-to-face meeting with each DOL Regional Director in each program year, collectively with the other NTCs if possible, to synchronize goals, priorities, and solutions to problems.

Center Directors shall provide corresponding cooperation to IUOE in all areas related to IUOE contracted services.

- F. **Center Curriculum Development** – IUOE shall have appropriate staff fully participate in the curriculum development process at each center where IUOE operates a career technical training program. This includes serving as an active member of the center Curriculum Development Committee and, if authorized by IUOE national executive, sharing IUOE-developed instructional resources, techniques, and methods that contribute to student success.
- G. **Center Industry Council and Business Community Liaison Functions** – IUOE shall fully support the functioning of the Center Industry Council, and the Business and Community Liaison (BCL) in improving the quality of career technical training programs and creating meaningful linkages with individual employers, labor and business organizations, One-Stop centers/partners, state and local Workforce Investment Boards, and local Youth Councils.
- H. **Disability Issues** – IUOE shall follow all federal laws, government regulations, and Job Corps policy related to accommodations for students with disabilities. IUOE will work closely with the Center Director's designee for disability issues to ensure that students with disabilities who are interested in IUOE trades are provided reasonable accommodations/modifications, if needed, to perform the trade-related skills required by the Training Achievement Records (TARs). IUOE shall ensure that no Job Corps students with disabilities are denied entry into IUOE programs for any discriminatory reason.
- I. **Safety** – IUOE shall follow all federal, state, local, center, and IUOE-specific safety regulations and requirements during the technical training process and, in cooperation with center officials, ensure that all training areas are clean and well-maintained. IUOE shall advise the centers and NTC COTR, in writing, of current industry standards and employer-partner specifications in terms of safety design, requirements, and operation in the training facilities on centers.
- J. **Enrollment of Female Students and Instructors** – IUOE shall make every effort to increase the number of female graduates each program year.

In an effort to achieve the above objective, IUOE shall develop and use creative and effective techniques and strategies during Outreach and Admissions and the Career Preparation Period, to educate and interest female students about IUOE careers. As applicable, IUOE will work closely with Job Corps Regional Office officials, recruitment contractors, and center staff who manage the Career Preparation Period (CPP) about adopting these techniques and strategies.

IUOE is also encouraged to seek and develop meaningful partnerships with local, state, and national organizations that provide assistance in recruiting qualified female instructors, as vacancies occur.

Center Directors shall provide assistance to IUOE in these efforts.

- K. **Recruits From Industry/Business** – As applicable, IUOE shall inform local unions, other established business/industry affiliates, apprenticeship committees/councils, contractors, and individual employers, of the opportunity to refer potential employees, who are eligible for Job Corps, to related IUOE training at Job Corps centers. IUOE staff shall coordinate with the appropriate Outreach and Admissions (OA) contractor(s) and center staff to ensure the availability of program openings prior to finalizing arrangements for potential enrollees.

Center Directors and designated staff shall support IUOE in such recruitment efforts.

- L. **Student Selection of IUOE Programs** – IUOE shall follow center procedures for the assignment of students to career technical programs. To the greatest extent possible, these should include the participation of IUOE instructors in the selection process, and providing students an opportunity to learn as much as possible about IUOE specialty training programs before final selection, including an opportunity to observe and participate in daily training activities.

Where slots are available, Job Corps-qualified applicants referred to specific IUOE programs by the groups cited in 3.K shall be admitted to those programs. These students, as all others, are first required to participate in and successfully complete all activities included in the center's Career Preparation Period (CPP), the only exception being an activity directly related to the selection of a trade. However, in the event that a student in this category expresses interest in exploring other trades, and selects another trade, he/she shall be permitted to do so.

Center Directors and designated staff shall collaborate with IUOE in such trade selection efforts.

- M. **Enrollment Criteria for IUOE Programs** – The specific selection criteria for students participating in IUOE training programs are as follows:

a. Age

No student can be denied access to an IUOE program because of age. However, because most IUOE programs and related employers, as a condition of employment in the construction industry, require applicants to be at least 18 years of age, and certain IUOE trades have significant safety-related responsibilities, the Center Director, or her/his designee, and IUOE instructor(s)/field coordinator shall jointly address these issues. Based upon relevant factors, particularly student safety, but also including demographics and employment opportunities, a solution shall be agreed upon that will not adversely impact students or IUOE performance.

b. Driver's License

Students who are prevented from obtaining a valid driver's license (include a Commercial Driver's License [CDL]), due to serious previous violations, etc., shall not be enrolled in IUOE programs requiring a driver's license as a condition of employment.

Employers in many construction trades consider a driver's license an essential tool in securing and maintaining employment. Therefore, where adequately functioning driver's education programs do not exist at centers, or at facilities arranged by centers, Center Directors shall collaborate with Regional Offices to ensure that this critical certification is available to all IUOE students, and that plans are operational to begin the process of registration and gaining practical driving experience, according to state requirements, early in students' participation in Job Corps. Center Directors, Regional Offices, and IUOE shall make every effort to enable every IUOE graduate to attain a full driver's license before post-Job Corps employment.

c. Health

Unless the center physician determines that participation in a particular program would be a direct threat to the student, other students and/or the instructor, the condition of a student's health shall not be a factor affecting his/her participation in an IUOE trade. In this regard, and in accordance with Job Corps Program Instruction No. 01-11, dated November 27, 2001, IUOE is not authorized to collect information, formally or otherwise, regarding the health/disability status/history of a potential enrollee, or a student who has or has not, as yet, entered an IUOE trade. These matters are solely within the purview of the center physician.

Once a student is enrolled in an IUOE training program, center health staff will share relevant information about a present health condition that may be aggravated by training activities supervised or conducted by IUOE instructors or that could cause harm to the student or another student, for the purpose of avoiding such health aggravation or harm.

For students with disabilities who have a reasonable accommodation plan, IUOE instructors will ensure that the reasonable accommodations/modifications indicated in the plan and provided by the center operator are made available during training. The center disability coordinator will inform IUOE instructors and/or their supervisors of the existence of an accommodation plan for a particular student.

d. Academics

Students must have a proficiency level in reading and math that will enable learning in an IUOE trade, understanding and following instructions and, where applicable, adhering to safety regulations and procedures. These proficiencies are particularly essential for trades that require proper use of power tools, equipment, and machinery, and adherence to specific OSHA/industry safety guidelines.

#### 4. **STUDENT TRAINING**

- A. **Career Preparation Period** -- During the Career Preparation Period (CPP), IUOE instructors, as appropriate and in recognition of time constraints imposed on them by daily training schedules and other mandates impacting their availability, shall educate new students about the advantages of participating in IUOE training and work with interested students to observe training.
- B. **Career Development Period** – IUOE instructors shall work collaboratively with center officials and staff to ensure that student learning and training experiences, including those arranged through employer partnerships, meet center-based and Work-Based Learning standards described in the PRH.
- a. **Work-Based Learning (WBL)** – IUOE instructors shall work in partnership with appropriate center staff in establishing meaningful Work-Based Learning (WBL) opportunities associated with IUOE trades. Work experience for students will reflect a balance between Career Technical Skills Training (CTST) projects, formerly known as VST, and WBL opportunities. This includes, but is not limited to, the creation of opportunities for all IUOE students to observe work-site activities early in their career technical training, as well as for qualified employer representatives to be present during CTST activities to provide meaningful advice and guidance to students regarding their employability and career technical skills as well as their adherence to established safety and health standards.
- b. **Assessing Student Readiness for Work-Site Assignments** – During the Career Development Period, there must be a process for determining each student's readiness to benefit from work-site experience. This process includes input from all relevant components at the Job Corps center, including IUOE instructors.

- c. **Applied Academics in CTST Projects** – IUOE instructors and field staff shall work cooperatively with center officials and staff to make CTST and WBL opportunities viable learning experiences that incorporate principles of applied academics standards. In this regard, IUOE instructors will be actively involved in the development and teaching (including coordinated instruction and team teaching, where appropriate) of applied academics lessons and modules.
- d. **Management of Class Size** – Generally, centers shall not backfill IUOE career technical training slots occupied by students who have been assigned to WBL, except in those situations where the WBL student(s) will be separating from Job Corps (e.g., to take a job) within 2 weeks after completing the WBL assignment. In this regard, however, every effort must be made to avoid situations where IUOE instructors have very few students in their class over an extended period of time. IUOE instructors will closely monitor this situation and work with the career technical manager and other appropriate center staff to ensure that this situation is effectively managed. When IUOE instructors are confronted with significantly smaller classes, they are expected to perform other job-related tasks, as time permits. These include, but are not limited to, the following:
- monitoring existing WBL sites, and helping to develop new sites;
  - strengthening working relationships with local unions and district councils, employer organizations, and individual employers/contractors;
  - working with Job Corps entities to plan and establish various career technical training clusters;
  - working with academic instructors to develop applied academic lessons; or
  - providing short-term (up to 10 days) introductory training to students on the waiting list for an IUOE trade, who continue to have a strong desire to enter and complete the trade.

### C. **Career Technical Skills Training (CTST)**

- a. **Planning** – CTST projects shall be planned for each program year in accordance with the PRH. The Center Director shall designate a qualified, competent center staff member to plan and oversee all CTST projects. IUOE instructor(s) shall assist this individual in developing and carrying out the CTST Plan. IUOE’s designee and the Center Director’s designee shall each sign off, or provide a letter of concurrence, on the annual CTST Plan and any modification to the Plan, including a Safety Hazard Analysis for each project in the CTST Plan, prior to submitting the Plan/modification to the Job Corps Regional Office.
- b. **Developing CTST Opportunities** – In cooperation with the Center Director’s designee, IUOE staff and appropriate local community members/officials will make



every effort to develop CTST opportunities that support student learning and meet not only the center's needs, but community needs as well. Community projects are supportive of the Workforce Investment Act challenge to expand community ties and student participation in community activities.

- c. **CTST Meetings** – The individual designated by the Center Director to oversee CTST projects shall initiate coordinating sessions with IUOE instructor(s) involved in CTST projects. These meetings shall be scheduled at least biweekly for the purpose of: assessing the progress on current CTST projects; reviewing/adjusting the plans/schedules for the next 2-week period; ensuring that all issues and concerns related to job safety and scheduling are satisfactorily addressed; and formulating long-range plans. Minutes of each meeting will be maintained by the Center Director's representative and copies provided in a timely manner to all attendees as well as to those who were not present.
- d. **Off-Site CTST Projects** – Off-site assignments (i.e., community projects and Spike Camps) will not be approved unless they meet all requirements of the PRH, including those for education, supervision, safety, and residential and support services commensurate with those at the center. IUOE instructors shall not be assigned responsibility for the supervision of students after normal working hours, unless prior arrangements have been made and agreed upon by all appropriate parties. Where CTST assignments make it necessary for IUOE staff to live at the CTST site, the prevailing GSA per diem rate will apply. In the event housing is provided, the prevailing GSA, M&IE rates shall be applicable and paid for by the center operator.
- e. **Student Involvement in CTST Planning** – IUOE instructors shall involve students in the planning of CTST projects. Further, academic, career success standards training, in addition to the application of technical skills, shall be incorporated in all CTST projects as part of the overall learning experience and the skills essential for success on the job.

#### D. **Related Training Issues**

- a. **Realistic Working Environment** – All IUOE training shall be conducted in an environment and under conditions as close as possible to those found in the construction industry, and, as applicable, shall be the same as required for apprentices as outlined in the craft Apprenticeship Training Standards published by the USDOL Office of Apprenticeship, when such training standards exist.
- b. **TAR Completion and Certification/Apprenticeship Enrollment Test** – IUOE shall ensure instructional materials are upgraded as necessary to remain aligned with the latest construction industry and/or apprenticeship skills/training standards. IUOE TAR(s) shall be developed and formatted in a manner consistent with these standards.

- IUOE shall assist each student completing an IUOE program to take the appropriate industry certification or qualifying test for apprenticeship training programs, if applicable.
- c. **Career Success Skills** – Throughout their training, students will be taught the importance of attaining and applying the career success and applied academic standards listed in each TAR. They will be provided assistance and support in mastering and demonstrating these skills during their career technical training experience, including CTST and Work-Based Learning.
  - d. **Scheduling** – IUOE staff shall work closely with center staff to develop student schedules. Every effort shall be made to schedule students to attend career technical classes for the maximum period per day, including an appropriate amount of time for lunch. However, the training day may be less than the traditional 8 hours to accommodate activities that clearly and directly support students' success in securing and retaining training-related employment. For example, the time required by both academic and IUOE instructors to plan for curriculum integration, establishing mentoring arrangements and Work-Based Learning sites with employers, fall into this category. Such exceptions notwithstanding, and in accordance with the PRH, "Centers shall: develop a schedule which ensures that, prior to graduation, students receive substantial practice and experience in working an 8-hour day, or working hours and conditions consistent with the anticipated workforce."
  - e. **Hands-on Training vs. Classroom Instruction** – Hands-on training and related shop/classroom instruction shall be divided approximately 70% and 30%, respectively.
  - f. **Training Week** – A standard training week shall be 40 hours, Monday through Friday, excluding center-observed holidays.
  - g. **Length of Training** – IUOE shall require students to receive technical training in a time frame commensurate with typical industry time requirements for technical training, before being eligible for graduation.
  - h. **IUOE Instructor Supervision** – During the training period, IUOE instructors shall be responsible for:
    - *Center Safety and Occupational Health Plan*, as well as industry, state, local, and OSHA trade-related safety rules, regulations, and standards;
    - center rules and regulations, including those pertaining to safety;
    - center student conduct standards; and
    - student accountability, including and especially during CTST projects and activities.

IUOE instructors shall work closely with the Center Safety Officer, and the Health and Wellness Manager/Administrator, on all matters concerning the health and safety of students.

#### E. **Student Conduct Standards**

- a. **Student Conduct Standards** – IUOE staff shall use Center Director-established student conduct standards and disciplinary procedures as the basis for dealing with any significant student problem while in career technical training.
- b. **Suspension and Dismissal of Students for Safety and Disciplinary Reasons** – To prevent injuries to students/instructors, IUOE instructors have the authority to immediately suspend from class a student who has violated safety/disciplinary rules or regulations. In these situations, IUOE instructors shall advise the Center Director of the action taken as soon as practicable, with adequate documentation. Further, IUOE instructors shall recommend to the career technical training manager and Center Director the permanent removal of students from IUOE trades who continue to disregard safety rules and procedures, with adequate documentation.

IUOE instructors shall be part of the center's process for determining the readmission of such students to IUOE classes.

#### F. **Student-Related Activities**

- a. **Involvement With Center Activities** – As appropriate, and to the extent that commitments during the training day permit, IUOE instructors shall be actively involved with center officials and staff in helping to establish programs, activities, and training conducted during the Career Preparation Period as defined in PRH Chapter 2.
- b. **ESP Panel** – IUOE instructors shall actively participate in the Evaluation of Student Progress (ESP) Panels for students enrolled in IUOE training programs. IUOE and center staff will work cooperatively to ensure that the scheduling of these activities results in the least disruption to career technical training classes.
- c. **Coordination of CTS for Graduating Students** – IUOE instructors shall notify appropriate center staff, on a timely basis, when students are within 60 days of career technical training completion, so that career transition planning can be initiated. However, in those instances when a training-related job becomes available on short notice, particularly a registered apprenticeship opportunity, the IUOE instructor and center management shall work expeditiously to ensure that the scheduling of career transition readiness activities is not a deterrent to the job-related placement of the

graduate. In this situation, every effort will be made to provide departing graduates, as applicable, with transition allowances and WBL funds, and ensure that they receive all appropriate transitional services, and where applicable, meet with assigned CTS staff.

- d. **Driver Education** – IUOE shall work closely with Center Directors in support of each center’s responsibility to provide Driver’s Education training for all eligible students beginning in the Career Preparation Period. IUOE shall make every effort to collaborate with center management to help students attain a valid driver’s license or learner’s permit before graduation.

## 5. **IUOE STAFF RESPONSIBILITIES**

### A. **IUOE Field Staff/Coordinators**

- a. **Monitoring Performance** – IUOE field staff shall be fully knowledgeable about the performance of IUOE programs and instructors. As required by the Career Technical Reporting and Improvement System (CTTRIS), for individual training programs performing below established standard or on probation, IUOE field staff shall work collaboratively with the instructor, as well as center and regional staff, to develop, implement, and monitor Program Improvement Plans (PIPs). IUOE field staff shall actively participate in the Regional Appeal Process for their programs facing sanctions, including closure and reduction. In this regard, also, slot utilization is a cost-effectiveness issue that must continually be monitored. When warranted, IUOE field staff shall collaborate with centers and Regional Offices to effectively address issues related to slot utilization.

The ability of IUOE field staff to adequately support the activities cited above, particularly those that require travel, is dependent on the amount of resources made available by the National Office of Job Corps for these purposes.

- b. **Technical Assistance** – For those instructors having difficulty teaching students and/or dealing effectively with problems associated with student conduct and behavior, field staff are encouraged to provide or arrange for the provision of necessary assistance and support.
- c. **Interaction With Center Activities** – IUOE field staff shall ensure that IUOE instructors are contributing to the effectiveness of the center CDSS Plan, and not acting independently or with sole regard to their responsibilities as instructors.
- d. **Actions on Staff Issues** – Where significant problems associated with a particular IUOE instructor are verified, either in the performance of his/her basic responsibilities or as a participant in other center activities and programs, IUOE field

- staff shall take immediate and appropriate corrective action. If warranted, such action may ultimately include the permanent removal of an IUOE instructor. However, before a final decision of this type is made, the Center Director and assigned project manager shall be notified. These individuals shall have the opportunity to expeditiously assess the impact of such a decision on the operations and administration of the center, and to share this information with the appropriate IUOE official(s) for consideration prior to a final decision being made by IUOE.
- e. **Business Linkages** – IUOE field staff shall play a vital role in establishing meaningful relations with business agents and other local union officials, business councils, and affiliated organizations in labor markets where students return to seek employment in the construction industry. Such efforts are intended to promote and establish registered apprenticeship and other career opportunities for qualified graduates. The extent of these activities is also dependent on the amount of funds made available for this purpose.
  - f. **Communication With Center Directors During Visits** – As stated above, while effective use of desk monitoring, conference calls, and e-mail is strongly encouraged, IUOE field staff will visit centers, when justified and when adequate resources are available for this purpose. To the extent practicable in these situations, the Center Director shall be notified in advance of visits. Further, following each visit, IUOE field staff shall conduct an exit conference with the Center Director, or her/his designee, and other officials, as appropriate, to review significant findings, and address issues affecting program performance, particularly if the program is on probation and/or under a PIP.
  - g. **Communication With Regional Project Managers** – IUOE field staff shall also establish and maintain contact with appropriate regional project managers concerning IUOE programs and instructor performance, as well as significant findings/issues resulting from monitoring that could not be resolved at the center level. IUOE field staff are encouraged to share monitoring reports with appropriate project managers, especially for those programs on probation and/or under a PIP.

## B. IUOE Instructors

While IUOE instructors perform as part of an IUOE national contract, they shall cooperate with and be a part of the center and its operation. As required of all center staff, IUOE instructors shall function as mentors, models, and monitors of all Career Success Standards when working with students. In addition, they shall be active partners with center staff in evaluating student progress and meeting students' needs in support of their social and career development.

- a. **Career Technical Training** – IUOE instructors shall plan, deliver, and evaluate career technical training to Job Corps students in various specialty areas, including

- both classroom instruction (theory learning) and hands-on practices (Career Technical Skills Training and Work-Based Learning). Instructors are expected to provide students the opportunity to complete all required Training Achievement Records (TARs) in their chosen program. They are also expected to train students to be sufficiently competent to enter: a registered apprenticeship training program; a high growth/high demand/high wage occupation for career development; a community/technical college for advanced training; or the Armed Forces.
- b. **Professional Development** – To the extent that adequate resources are made available, IUOE instructors shall participate in all professional development activities sponsored by IUOE, centers, Regional Offices, and the National Office, as applicable, to increase their effectiveness in developing and delivering standards-based instruction; coordinating instruction; teaching applied academics and related basic skills standards; utilizing evidence-based instructional techniques; and implementing effective student-engagement strategies.
- c. **Role-Modeling** – IUOE instructors are expected to serve as role models for students. Any abusive or other inappropriate behavior by instructors toward students or staff; failure to properly supervise students and maintain order, effectiveness, and safety; or a disregard for center rules and regulations, will not be tolerated and will result in disciplinary action, possibly the loss of employment. IUOE field and headquarters officials shall take immediate and appropriate action when such incidences are verified. Where an NTC fails to respond expeditiously and adequately, the National COTR will become involved and initiate whatever corrective actions/measures may be needed.
- d. **Communication With Center Staff** – IUOE instructors shall periodically communicate with other center staff who also serve IUOE students in other program areas (e.g., academic and residential). The purpose of such contact is to determine if IUOE students are meeting their responsibilities in these other required activities, and especially to identify students having problems that could lead to early separation if not dealt with immediately and effectively. Where this appears to be the case, the IUOE instructor, acting as a role model, shall endeavor to positively influence the student and steer him/her in a better direction.

The responsibility described above is in addition to IUOE instructors' participation in Evaluation of Student Progress (ESP) panels, and is primarily intended to prevent Zero Tolerance (ZT) terminations, AWOLs, etc., and increase the number of IUOE career technical completers and placements.

- e. **Center Activities** – IUOE instructors are expected to support and participate in pre-planned, scheduled activities/projects that have been established by center officials and staff to support center goals and objectives. Such activities/projects, which

usually involve most center components, may take place outside of normal working hours, including weekends, and at sites other than the Job Corps center.

- f. **Business Linkages** – IUOE instructors shall play a vital role in establishing meaningful relations with business agents and other local union officials, business councils, and affiliated organizations in labor markets where students return to seek employment. Such efforts are intended to promote and establish registered apprenticeship and other career opportunities for qualified graduates, and will be carried out to the extent that adequate resources are available for this purpose.
- g. **Driving Compliance** – IUOE instructors shall comply with all related PRH and NTC/center-specific requirements related to driving privileges for employment as well as operating NTC/center vehicles. When requested by center officials, IUOE instructors who use center vehicles must show proof of a valid driver's license. IUOE instructors will also immediately notify appropriate center officials of any changes/restrictions to their licenses, when these occur.

## 6. **RESOLVING ISSUES**

- A. **Process for Resolving Issues** – IUOE instructors shall work cooperatively with Center Directors and appropriate staff to informally resolve all issues. Where necessary, these efforts shall also involve the assigned field coordinator, IUOE headquarters officials, and the project manager. However, in the event that an informal resolution is not possible, the IUOE national executive shall immediately request the assistance of the National COTR; concurrently, the Center Director shall notify the assigned Job Corps Project Manager to assist in the resolution process.

The National COTR and Regional Office Project Manager shall work cooperatively and expeditiously to fully investigate matters that could not be resolved informally, and jointly render a final decision that will be binding on all parties involved. However, if this is not achievable, the Job Corps National Deputy Director shall be the final arbiter. At no time during this entire process shall the Center Director or NTC officials/staff, including field staff and instructors, take any action that could adversely affect the training of students in the IUOE program or functioning of the center.

- B. **Center Request for IUOE Personnel Change(s)** – In the instances where the Center Director requests permanent removal of an IUOE instructor, such requests shall be in writing and concurrently transmitted to the National COTR and the designated Regional Office Project Manager, with copies to the assigned IUOE field coordinator and IUOE National Project Coordinator. The written communication shall include the specific reason(s) justifying the request for removal, along with any documented violations of center rules, operating policy, etc., that were committed by the instructor in the past.

- C. **Center Request for IUOE Program Change(s)** – In the instances where the Center Director requests the permanent addition or removal of an IUOE training program, such request shall be submitted to the Job Corps National Office, through the Regional Director who must approve the request, in the form of a *Job Corps Career Technical Training Change Request*. The request shall be developed in collaboration with the center operator, the regional project manager, and IUOE. The Job Corps National Office will make a final determination of the request after verification of all facts and reasoning in conjunction with all related parties.
- D. **IUOE’s Request(s) for Program Change(s)** – To initiate any changes to the contracted training programs (program and slots), IUOE is required to follow the Career Technical Training Change Request process established by the National Office of Job Corps (PRH Appendix 306). Following approval from the Regional Office, the Job Corps National Office will make a final determination of the request after verification of all facts and reasoning in conjunction with all related parties, including centers and Regional Offices. The DOL Contracting Officer and the NTC COTR will develop and execute a Contract Modification for each IUOE program change, following approval from the National Director of Job Corps.

The above four provisions apply to all Job Corps centers where IUOE programs operate, including agency-operated centers.

## 7. **PERFORMANCE**

- A. **Annual Performance Assessment** – IUOE performance shall be evaluated annually by Job Corps regional staff, the National COTR, and other appropriate Job Corps National Office staff, using data from the Career Technical Training Report Card (CTTRC) and assessment mechanisms specified in PRH Appendix 501d. For programs that have performed at the “unsatisfactory” level (Grade ‘D’ on the VTRC) for 1 year and have been placed on probation by the Regional Office of Job Corps following an appeals process, IUOE shall develop a Performance Improvement Plan (PIP), in cooperation with affected centers and Regional Office staff. A copy of the PIP will also be submitted to the NTC COTR.

IUOE shall work with appropriate center management and regional officials/staff to implement PIPs so that performance outcomes of such programs in the following program year will be elevated to the “average” level (Grade ‘C’), at a minimum. For programs that have performed at the “unsatisfactory” level (Grade ‘D’) for 2 consecutive years, IUOE shall develop and file an appeal, jointly with the center, if possible, to the Job Corps National Office. Following the appeals process, the National Office of Job Corps will render a final decision, which could be closure or another period of probation.

IUOE programs that have performed at the “exceptional” level (Grade ‘A’) for



2 consecutive years, will be recognized by the Job Corps National Office with a Certificate of Recognition.

- B. Registered Apprenticeship Placements** – To the extent that adequate resources are available, IUOE shall develop and maintain a productive and meaningful relationship with local unions, district councils, national/ regional/ local business-industry organizations, and individual employers that can place Job Corps graduates into registered apprenticeship training programs and other meaningful career opportunities that offer sustainable wages. In addition to meeting all performance expectations stipulated in PRH Appendix 501d, IUOE, with approval and support from the National COTR, will make every effort to increase graduates' placement into registered apprenticeship programs and/or training-related jobs, based on historical data and realistic projections and with consideration of local, regional, and national economic conditions impacting the construction industry.

Where applicable, IUOE shall collaborate with specific employers to develop and implement training programs/modules tailored specifically to their labor needs.

Job Corps centers are expected to cooperate with IUOE in placing graduates in registered apprenticeship programs and training-related jobs. In this regard, it is particularly important for centers to ensure that prior to graduation, IUOE students have an opportunity to secure a valid driver's license.

## **8. REQUIREMENTS FOR FACILITY, EQUIPMENT, AND SUPPORT SERVICES**

In consultation with appropriate unions, industry groups, individual employers, and OSHA (as well as state and local OSHA counterparts), IUOE shall determine the equipment, tools, materials, and supplies necessary to ensure quality training and protect students'/instructors' safety and health. As appropriate, these activities will be coordinated with the Center Safety Officer and/or the Health and Wellness Manager/Administrator.

IUOE instructors shall also provide advice to center and Regional Office officials regarding the adequacy of training facilities, particularly as it relates to ensuring the safety and well-being of students; security of equipment, supplies, and materials; and other factors impacting the learning environment.

The Center Director shall provide IUOE with appropriate and adequate career technical training and administrative space and the support services described below. Subject to a center's fire, security, and related safety policies, IUOE shall be responsible for maintaining security of the assigned space during training hours – including the establishment of a limited access policy. IUOE shall work cooperatively with centers to implement these policies to ensure effective maintenance, stewardship, and accountability of government-owned personal property during normal IUOE operation hours and in accordance with all government property management

regulations and requirements.

The center operator shall provide IUOE, at no cost, the following equipment and support services as part of the center operator's contract.

- (A) Shop and career technical training equipment, materials, and supplies (a detailed listing of equipment by IUOE for each career technical training program that they offer at a specific center shall be included as part of the MOU). Desks and chairs for classrooms will also be provided.
- (B) Reasonable accommodations/modifications, where needed, to provide students with disabilities the opportunity to successfully complete the TAR(s) required in the trade.
- (C) Acquisition, maintenance, repair, and replacement of career technical and administrative equipment.
- (D) Telephone installation in instructor offices and ongoing service, including local and long distance service, in support of providing job development, placement, transition support services, follow-up activities, and for other official Job Corps business. In addition, cell phones will be provided to IUOE instructors when working with students off center, or at remote areas on center, to ensure that the need for medical/emergency support can be quickly communicated.
- (E) FAX and copying services in instructor offices. Where this is not possible, other arrangements shall be in place that are convenient for instructors to use such services.
- (F) Safe and adequately equipped vehicles to support training activities/projects.
- (G) Mail (postage).
- (H) Trash and garbage collection.
- (I) Utilities.
- (J) Locking file cabinets.
- (K) Computer equipment. This includes hardware and software in each IUOE instructor's office, capable of accessing the Internet, CIS, CTS, and the Job Corps Career Development Resource Center (JCCDRC) Web site. It also includes hardware and software in each IUOE classroom/shop, capable of accessing the Internet, to support student learning. Instructors will also be provided with a printer. Computer training, if scheduled for center staff, shall also be made available to IUOE staff.

- (L) DVD/CD players, VCRs, monitors, and related equipment, as necessary, to support training.
- (M) Transportation and meals for students participating in CTST, Work-Based Learning, and other work-experience activities.
- (N) Fire protection and OSHA-approved safety programs at career technical facilities.
- (O) OSHA-required safety equipment (e.g., eye, hand, face, and fall protection), and other personal protective equipment that is required in the trade and meets OSHA and industry standards.
- (P) The provision of Federal Tax Credit Conditional Certifications for eligible graduates, prior to separation, as long as these programs continue to be statutorily authorized and target-group documentation is accessible.
- (Q) Student career technical training clothing including, where applicable, special and foul weather clothing, hard-toed safety shoes, and replacement items (including those students who may be assigned by the center above the contracted class/surge level).
- (R) Appropriate attire for CTST projects and Work-Based Learning assignments and, as applicable, requirements imposed by OSHA, state law, and industry standards.
- (S) Immediate and accurate entry into the CIS, the following IUOE-provided information/data: (a) career technical student data, including entry dates and completion status, as they occur; (b) any and all corrections, when notified by IUOE along with verification to IUOE when the corrections are made; and (c) placement results, as determined by the center or as provided by IUOE.
- (T) Copies of the 678 Forms and CTTRC 10 and 20 Reports, or subsequently developed career technical training performance reports, on a regular and timely basis, and provision of quality staff training regarding the CTTRC reports, when necessary.
- (U) Shipping tool kits to students, when required by IUOE.
- (V) Transportation to and from Work-Based Learning/WEP/CTST sites, industry/trade certification-accreditation sessions/tests, and job interviews.
- (W) Consistent with the Center CDSS Plan, as described in the PRH, IUOE staff will be a part of all training designated for career technical instructors, including standard First Aid and CPR.
- (X) Secretarial/clerical assistance, when the need is justified.

(Y) Security for career technical training facilities, including on-center CTST sites, outside of normal working hours.

## **9. TRAINING MATERIALS AND SUPPORT**

- A. **Instructional Materials** – IUOE shall provide each student and instructor with instructional materials and publications, as necessary, to adequately conduct quality career technical training. Training-related courseware (CD-Rom-based or Web-based) or videos that have proven to be successful in supporting classroom instruction will also be made available by IUOE, as well as an updated listing of Internet Web sites that contribute to student learning and the professional development of IUOE instructors.
- B. **Student Tool Kits** – With the exception of the Paving and Heavy Equipment Operator programs, IUOE shall provide tool kits for students in training, in accordance with established policy in the PRH. Tool kits shall be made available at no cost to IUOE students who successfully complete career technical training and locate jobs that match the technical training. A copy of approved tool lists shall be provided to Center Directors by IUOE.

The NTCs will work in partnership with the Center Director to ensure that the tool kits meet, as much as practicable, the needs of the industries involved so that students can be successful in securing and retaining training-related jobs.

## **10. AUTOMATED CAREER TRANSITION SYSTEM (CTS)**

It is imperative that IUOE comply with Job Corps policy (Program Instructions No. 06-08 and No. 06-25) to safeguard students' Personally Identifiable Information (PII), and use the CDSS Suites of Job Corps' Center Information System (CIS) exclusively for all data purposes related to recruitment, training, placement, follow-up, and other student services. IUOE shall also protect students' PII in all paper-based documents, including TARs, in accordance with Job Corps Program Instruction No. 06-23.

Center Directors shall collaborate with and provide assistance to IUOE to meet this important requirement.

- A. **Data Entry into CTS** – IUOE instructors and field staff/coordinators shall be responsible for the timely and accurate entry of the following data into the automated Career Transition System:
- a. Post-center contact with graduates including updated graduate contact information, job development, referral and placement activity, and transition support needs and services provided.

- b. Upgrade information related to graduates, especially acceptance into registered apprenticeship programs, wage increases, and job training match data.
- B. Verification of Placement Data by CTS Providers** – Each Career Transition Services (CTS) provider assigned an IUOE graduate is responsible for verifying the placement, when IUOE records such accomplishment in the CTS. Verification activities shall be initiated by the CTS provider in a timely manner and, when this process is fully completed, the CTS provider has the responsibility to report the verified placement to the CIS as expeditiously as possible.
- C. Resolving Issues With CTS Providers** – If a CTS provider routinely delays the verification and/or placement reporting process, IUOE shall report this matter to the appropriate official in the CTS provider organization, the Center Director, and the assigned regional project manager, in an attempt to correct the problem. Where this is not successful, the National COTR shall be notified in writing including, at a minimum, the following information:
- a. The name of the CTS provider (contractor) organization involved, and the dates and names of the organization’s official(s) contacted by IUOE to resolve the delays.
  - b. The IUOE graduate’s name, student identification number, the date the placement was recorded in the CTS reporting system by IUOE, and how many calendar days it took for the CTS provider to: (1) complete the verification process, and (2) record the verified placement in the CTS. Other pertinent information should be reported, such as: delay(s) that extend beyond the ‘window’ of opportunity for recording placements; the impact on annual performance results, and, if applicable, the future of the specific IUOE training program where the student completed training.

## **11. ADMINISTRATIVE PROVISIONS**

### **A. IUOE Staff Leave Provisions**

- a. **Workday** – The workday (starting and ending times) shall be in accordance with center policy.
- b. **Annual Leave** – Must be scheduled and coordinated with the Center Director sufficiently in advance to ensure that there is no adverse effect on center operations and that quality student instruction continues uninterrupted. Actual approval of annual leave is the responsibility of IUOE and may be granted only after timely notification has been provided to the Center Director, or her/his designee, and their comments have been carefully considered by IUOE.

- c. **Sick Leave** – To the extent practicable, IUOE instructors are expected to notify the Center Director, or her/his designee, prior to the first scheduled class when sick leave must be taken.
- d. **Overtime** – With the exception of pre-scheduled center activities, no overtime or center holiday work shall be performed unless requested in writing by the government and accepted by the NTC; overtime pay, when approved, will be reimbursed at the rate established for the area in which the work is performed.

## B. **Substitute Instructors**

The Center Director shall provide qualified substitutes for up to the first 10 working days that an IUOE instructor is on sanctioned leave, or where there is an unexpected termination or resignation of an IUOE instructor. After the first 10 working days, the IUOE contractor is responsible for providing a qualified substitute or, as warranted, hiring a fully qualified replacement instructor.

## C. **Time Sheet Verification**

The Center Director, or his/her designee, shall sign weekly time sheets verifying IUOE instructor(s) time on center.

## 12. **SIGNATURES**

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Name and Title of Center Director or Designee (Please Print)

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Signature of Center Director or Designee

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Date

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Name and Title of IUOE Executive or Designee (Please Print)

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Signature of IUOE Executive or Designee

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Date