



**Construction Career Collaborative**  
**Policy and Procedure Manual**  
**For**  
**Accredited Employers and Project Participants**

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## 1. PURPOSE

The purpose of the Policy and Procedure Manual is to inform potential members about the Construction Career Collaborative (C3) and its accreditation process. An Accredited Employer is one who has agreed to C3 Principles for all Craft Workers who perform work on all projects. A Project Participant is an employer who is in compliance with C3 Principles for all its Craft Workers on a designated C3 Project. An organization may be classified as an Accredited Employer or a Project Participant. Additionally, Certified Staffing Agencies may join C3 to provide labor to the commercial construction market that is in compliance with C3 Principles.

## 2. ABOUT C3

As an **alliance of socially responsible Owners, Contractors and Specialty Contractors, Trade Organizations and Design Professionals** we will **positively** affect the issues facing the Craft Worker for the commercial **construction industry**.

Industry sources indicate that the missing link in the effort to promote industry training has been the broad participation and support of the Owner. As the driving force in the construction industry, the Owner is the vital link to the building of any project. Owners are critical to the workforce development process without their commitment to workforce standards, those standards become optional.

Owner demand for skilled Craft Workers on all commercial projects will necessitate that employers ensure that all employees meet the standards of an "hourly employee" and that they have achieved the required skills training.

C3 Accredited Contractors and Specialty Contractors agree that the following principles are necessary and heretofore agree to adhere to the following:

- A. Promote the financial security, health and well-being of all Craft Workers.
- B. Require construction industry safety training standards for the workforce.
- C. Require craft training standards and certifications for the workforce as such are developed.

## 3. ELIGIBILITY

Owners can deem any commercial construction project to be a C3 Project. Additionally, possible C3 projects and owners may be brought forward by Contractors or Specialty Contractors. Awareness and contract language is put into place through the C3 General Conditions or in the bidding process through the Request for Proposal document.

All commercial construction companies in the Houston Region are eligible to become a C3 Accredited Employer or Project Participant. They can be General Contractors, Construction Managers, subcontractors and sub-subcontractors of every tier. Companies can be union or merit.

- 1) Membership is provided at three levels
  - a) Accredited Employer
    - i) \$1500 annually
    - ii) Unlimited C3 Project participation
    - iii) Craft Workers are W2 earners and do not receive a 1099 (applies to all Craft Workers within the company)

- iv) Workers' Compensation Insurance for all Craft Workers (applies to all Craft Workers within the company)
- v) OSHA 30 for all Field Supervisors and OSHA 10 for all Craft Workers (for specifics please reference Section 5.2.d)
- vi) Overtime paid in accordance with federal overtime laws for all Craft Workers (applies to all Craft Workers within the company)
- vii) Use of the C3 Training Database to house the credentials of their workforce
- viii) Commits to implementation of the C3 Craft Training Standard for all Craft Workers
- b) Project Participant
  - i) ½ % of the sum of all contracts held by Specialty Contractor on the project (min of \$100 not to exceed \$2000), paid at the beginning of **each** C3 Project
  - ii) Craft Workers are W2 earners and do not receive a 1099 (applies to all Craft Workers who are providing craft labor on a C3 Project jobsite)
  - iii) Workers' Compensation Insurance for all Craft Workers (applies to all Craft Workers who are providing craft labor on a C3 Project jobsite)
  - iv) OSHA 30 for all Field Supervisors and OSHA 10 for all Craft Workers assigned to the C3 Project (all Craft Workers and Field Supervisors must have OSHA 10/30 before arriving at a C3 Project jobsite)
  - v) Overtime paid in accordance with federal overtime laws for all Craft Workers (applies to all Craft Workers who are providing craft labor on a C3 Project jobsite)
  - vi) Use of the C3 Training Database to house the credentials of their workforce
- c) Certified Staffing Agency
  - i) \$2000 annually
  - ii) Unlimited C3 Project participation
  - iii) Provides OSHA training pursuant to the correct supervisory level (OSHA 10 for a Craft Worker and OSHA 30 for a Supervisor) on a C3 Project unless contract specifies that Contractor or Subcontractor will provide OSHA training to employee.
  - iv) Use of the C3 Training Database to house the credentials of their workforce unless contract specifies that Contractor or Subcontractor will manage employee(s) in the training database.
  - v) C3 Accredited Employers may also use these Certified Staffing Agencies for a temp to hire as needed. Contact a C3 representative for more information.
  - vi) Workers' Compensation Insurance for all Craft Workers (applies to all Craft Workers who are providing craft labor on a C3 Project jobsite)
  - vii) Overtime paid in accordance with federal overtime laws for all Craft Workers.

## 4. ACCREDITATION PROCESS

Companies seeking accreditation shall:

- 1) Download the application from the C3 website at [www.constructioncareercollaborative.org](http://www.constructioncareercollaborative.org) located under the About Us tab/Document Links.
- 2) Mail the completed application along with the appropriate enrollment fee (check or money order) to:

Construction Career Collaborative  
 3825 Dacoma Street  
 Houston, Texas 77092

- a) C3 will review application and notify in writing of acceptance or need for additional documentation within 5 days.

- b) C3 will add company into the C3 Training Database
- 3) Upon acceptance, the craft training endorsement process will commence for all Accredited Employers. Project Participants that want to participate in the craft training endorsement process must upgrade to Accredited Employer status.

## 5. C3 REQUIREMENTS

Scheduled and For Cause Compliance visits will be conducted throughout the year on C3 Projects with the Accredited Employers and Project Participants who are providing labor on the project. This is necessary to ensure that C3 Principles are being followed and held in high standard by all parties. The following must be done for a company to remain in compliance.

- 1) Compliance with hourly payroll practices - All Accredited Employers and Project Participants will comply with "Hourly Payroll Practices" as detailed below:
  - a) All jobsite Craft Workers are paid by the hour.
  - b) All jobsite Craft Workers are W-2 earners.
  - c) Overtime for jobsite Craft Workers is being paid in accordance with federal overtime laws.
  - d) Employment taxes, tax and non-tax reporting requirements for all jobsite Craft Workers are in compliance with applicable federal/state laws.
  - e) All Contractors, Specialty Contractors, and Certified Staffing Agencies authorize the release of any documents requested to ensure compliance with C3 "Hourly Payroll Practices" as detailed above.
  - f) Workers' compensation insurance is being provided on behalf of all jobsite Craft Workers as required by the Texas Workers' Compensation Act. C3 may request proof of Workers' Compensation insurance at their discretion
  - g) If you contract other companies to perform labor on your behalf, those companies must be C3 Accredited Employers, Project Participants or Certified Staffing Agencies.
- 2) All Accredited Employers and Project Participants working on a C3 Project will comply with the following OSHA minimum safety criteria:
  - a) Supervisors on a C3 Project will be OSHA 30-Hour trained prior to arrival on site.
  - b) Craft Workers on a C3 Project will be OSHA 10-Hour trained prior to arrival on site.
  - c) An image file of each OSHA card or certificate must be uploaded to the C3 Training Database.
  - d) *Only* Accredited Employers are given a grace period to have all workforce trained in OSHA. For example:
    - i) OSHA 30-hour – Incumbent Supervisors will be OSHA 30-Hour trained within 18 months. New hire Supervisors will complete OSHA 30-hour within 6 months of employment.
    - ii) OSHA 10-hour – Incumbent Craft Workers will be OSHA 10-hour trained within 18 months. New hire Craft Workers will complete OSHA 10-hour within 4 months of employment.
    - iii) Contact the C3 representative to discuss any alternate time frame of 18 months.
  - e) Project Participants must ensure that all Supervisors or Craft Workers working on a C3 Project have the required OSHA training prior to arriving on the jobsite.
- 3) Accredited Employers, Project Participants, and Certified Staffing Agencies will use the C3 Training Database.
  - a) All jobsite Craft Workers must be in the C3 Training Database, including their verifiable information related to safety training and skills training.
  - b) The following items can be used to confirm OSHA training:
    - i) OSHA card image
    - ii) Certificate image
    - iii) With approval from C3, Affidavits may be accepted in the place of OSHA cards or certificates in these circumstances:
      - (1) Craft Worker is currently enrolled in OSHA training

- (2) Craft Worker has completed the required OSHA training and is awaiting receipt of their OSHA card
  - (3) Craft Worker has lost their card and has requested a replacement
  - (4) Craft Worker has received their OSHA training while under the employment of the affirming company and cannot obtain a replacement card or other documentation
- c) All data will be kept in the strictest of confidence and only accessed by the C3 Training Database administrator, C3 staff or firms contracted to perform Jobsite Compliance Visits.
- 4) The Contractor managing of a C3 Project will
- a. Periodically supply C3 with a Specialty Contractor List and Project Plan/Schedule/Milestones to assist in scheduling C3 Jobsite Compliance Visits throughout the project
  - b. Verify OSHA compliance of all Craft Workers prior to or upon arrival at a C3 jobsite
  - c. Show the C3 Orientation in English and Spanish the first time a Craft Worker arrives on the jobsite.
    - i. With approval from C3, an Affidavit for off-site C3 Orientations may be accepted in place of C3 Orientations given on the jobsite only in cases where project schedule, lack of equipment or facilities, or other extenuating circumstances would prevent the Contractor from showing the C3 Orientation onsite.
  - d. All C3 Project jobsites will participate in the C3 Safety Training – 12 Month Modules and the Contractor must submit a headcount of all participants as part of the Monthly Metrics.
  - e. Monthly Reporting
    - i. Only Contractors working on a C3 Project will submit Monthly Metrics to C3. This is not required of Specialty Contractors.
    - ii. Contractors working on a C3 Project will submit monthly sign-in sheets collected from C3 Orientations.
  - f. Collaborate with C3 to determine signage that would be approved for posting by the owner on the jobsite.
- 5) C3 will provide access to all necessary application and compliance documents either via the C3 website or through email request to the C3 compliance manager.

## 6. COMPLIANCE PROCESS

C3 has developed a compliance process to verify that all Contractors and Specialty Contractors providing craft labor on C3 Projects adhere to C3 requirements as listed in the program's principles. This two-step process is meant to ensure compliance with C3 requirements.

- 1) Step one is an Internal Compliance Review of the C3 Project data supplied by Contractor and Specialty Contractors using the C3 Training Database and the submitted C3 Orientation sign-in sheets.
- 2) Step two is a Jobsite Compliance Visit with the Contractor designed to provide personal interaction with the project team and as well as any Craft Worker providing labor on site to review compliance with C3 requirements.
- 3) Follow up: Any action items identified as part of the jobsite visit are to be corrected within 10 business days of receipt of reports. C3 must be notified in writing how and when deficiencies are corrected. Failure to correct deficiencies may result in Conditional Status designation for the violating company.
- 4) For the full C3 Project Compliance Program policy document, please contact a C3 representative.

## 7. CRAFT TRAINING FRAMEWORK

Craft Training is the key to creating and maintaining a Sustainable Workforce in the commercial construction industry. C3 highly values and encourages all Contractors and Specialty Contractors to offer ongoing craft training

programs and career paths for all Craft Workers. The Craft Training Framework outlines four (4) levels of endorsement available to construction companies. C3 mandates that all Accredited Employers be endorsed at a level of Recognized or above within 18 months after submission of Craft Training Self-Assessment. Outlined below are the definitions of each level and the application and audit process for endorsement. Project Participants and Certified Staffing Agencies may elect to participate in the craft training endorsement process.

- 1) Pre-Program:
  - a) No craft training offered
  - b) Committed to craft training at Recognized level in 18 months
- 2) Recognized:
  - a) Craft training offered for all Craft Workers
  - b) Craft training tracked for all Craft Workers
- 3) Leader – Recognized level plus 3 of the 4 following:
  - a) Career paths for all Craft Workers
  - b) Structured training program
  - c) Industry standard credentials
  - d) Ongoing training for existing workforce
- 4) Champion – Leader level plus 1 of the 2 following:
  - a) Learning and development programs link to performance management of workforce or company goals/metrics
  - b) Supports industry wide workforce development through advocating, mentoring or otherwise offering learning assistance
- 5) Application for Endorsement
  - a) Fill out appropriate endorsement level application
  - b) Gather documentation to submit with application.
    - i) C3 provides coaching services, free of charge, covering creation of a craft training program or submission of the endorsement application
  - c) Submit endorsement application to C3 People Development Program Manager for review
  - d) Upon application receipt, C3 People Development Program Manager will
    - i) Review the application to ensure it is complete
    - ii) Communicate with submitter, to gather any additional documentation
    - iii) Conduct onsite audit of craft training program
      - (1) Document any deficiencies with remediation plan or
      - (2) Recommend companies with no deficiencies for endorsement

## 8. CONDITIONAL STATUS

Conditional status occurs when a company is found to be out of compliance and has failed to demonstrate effort to remedy identified compliance issues.

- 1) Company found to be out of compliance during a compliance visit
  - a) Compliance violations during jobsite visits are listed in **Appendix A**
  - b) Suspension of accreditation until remediation occurs
- 2) Company fails to enroll in C3 while working on a C3 Project
  - a) If this occurs and they seek to provide labor on a new C3 Project they will be required to pay the fee of the past C3 Project in addition to the fee on the current C3 Project on which they wish to participate and a \$400 administrative fee.

- b) Contractors that fail to uphold C3 Principles for all Specialty Contractors working on their behalf on a C3 Project will be put on notice for their failure to comply with C3 Principals and requirements. The Owner of the C3 Project will be made aware of the situation via a letter from the Executive Director of C3.
- 3) Company fails to apply for Recognized Craft Training Endorsement by the end of the 18<sup>th</sup> months after submission of Craft Training Self-Assessment.
  - a) Suspension of accreditation until remediation occur

## 9. RE-ACCREDITATION

- 1) Accredited Employers and Certified Staffing Agencies will need to renew their status every calendar year and submit the annual enrollment fee.
- 2) Every three years, Accredited Employers and Certified Staffing Agencies need to reassess their workforce and resubmit a new application to C3 for review and approval.
  - a) All C3 Accredited Employers and Certified Staffing Agencies shall be required to update records and maintain current contacts for the company.
  - b) Craft Training Endorsement does not have to be renewed on the three-year cycle.
- 3) Project Participants enrollment expires when the project is complete.

## 10. RECORD KEEPING AND DATA

C3 has developed web-based software used to electronically track Companies, Craft Workers' and Supervisors' safety and skills credentials and C3 Projects. Only C3 Accredited Contractors (General Contractors) can see the Craft Workers on their C3 Project jobsite when using the C3 Training Database. Specialty Contractors (subcontractors) can only see their employees or the employees of those working on their behalf (sub tier Specialty Contractors). Specialty Contractors (subcontractors) cannot see the employees of other companies in the database.

The information contained in the C3 Training Database is confidential and intended for the use of the C3 Staff and Accredited C3 companies only. It is not intended for public use. This data is password protected and the publication or distribution of the Craft Worker information contained within is strictly prohibited.

Information submitted in the Monthly Metrics reports is aggregated and used for benchmarking of C3 as an organization. Aggregate data may be publicized but individual project data will not be identifiable.

Additional documentation provided to C3, including but not limited to, project schedules, project directories, Historically Underutilized Business (HUB) status, job set up sheets, and training materials are kept confidential unless specific permission is granted by submitting company.

## 11. SUPPORTER ROLES AND RESPONSIBILITIES

### ENDORSER

- 1) Owners endorse the C3 Principles and require/mandate C3 Contractors and Specialty Contractors for their projects. Owners include *C3 General Conditions*, found on the C3 website, in the specifications section of their contract documents. They serve as a standard of compliance as it relates to craft employees performing any labor on their projects.



- 2) Owners regularly access the current Accredited Employer list. A list of Accredited Employers can be found on the C3 website; [www.constructioncareercollaborative.org](http://www.constructioncareercollaborative.org) and is made available to all C3 Owner Endorsers.

#### ACCREDITED EMPLOYERS

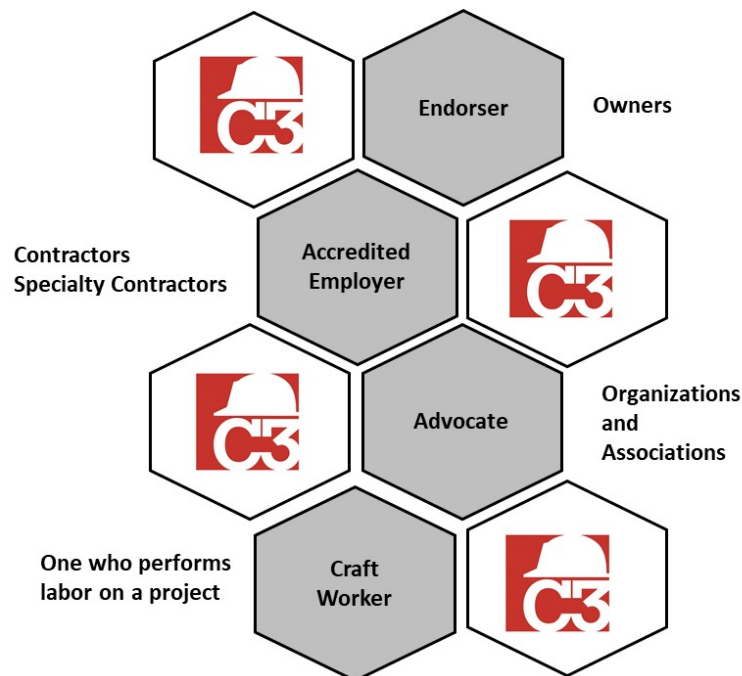
- 1) Contractors/Specialty Contractors/Certified Staffing Agencies
  - a) C3 Accredited Employers have a responsibility to Owners to build quality projects with highly qualified, OSHA certified, trained and skilled Craft Workers.
  - b) Support C3 Principles as outlined above.
  - c) They invest in the future by supporting the development of on-going skills training for all Craft Workers.
  - d) They comply with the C3 General Conditions included in the specifications issued for the C3 Project and the requirements approved by Owners.
  - e) They encourage the use of C3 standards when securing work with Owners.

#### ADVOCATE

- 1) Promote C3 Principles within the organization as well as the community.
- 2) Provide C3 link on website.
- 3) Provide space in newsletter/publications annually to promote C3.
- 4) Update members on C3 at Annual Meetings.
- 5) Participate in C3 fundraising activities.

#### CRAFT WORKER

- 1) Paid by the hour, taxes paid, overtime paid according to federal law, receive a Form W-2 at end of tax year, and workers compensation insurance provided.
- 2) Safety and Craft trained.



## 12. GLOSSARY OF C3 TERMS

Accredited Employer	A Contractor or Specialty Contractor, of any and every tier, who is in full compliance with C3 principles for its entire craft workforce on all projects and C3 Projects.
Advocate	Organizations who endorse C3 Principles and communicate endorsement through their organizations or membership. Advocates also provide backing through an annual in-kind and financial support.
C3 Project	A specific commercial construction project designated by an Owner to be deemed a C3 Project holding to the organizations principles.
C3 Safety Training – 12 Month Modules	Monthly safety training required by C3 and conducted by the general contractor on all C3 Projects. Other Accredited Employers and Project Participants are encouraged to provide the training even though they are not on a C3 Project.
C3 Training Database	Web based software developed by C3 to electronically track Craft Workers’ and Supervisors’ safety and skills credentials. The software also manages C3 Projects, Contractors, Specialty Contractors, Certified Staffing Agencies and their employees.
Certified Staffing Agency	C3 approved staffing agencies that endorse the C3 Principles and provide labor to Contractors and Specialty Contractors that meet the OSHA 10 and 30 safety training requirements, pay their employees according to C3 requirements and provide workers compensation insurance.
Competitive Wage	The wage necessary to attract and retain qualified Craft Workers in the Commercial Construction Industry.
Conditional Status	Status assigned to companies found to be out of compliance with C3 Requirements.
Contractor	A General Contractor or Construction Manager.
Craftsperson/Craft Worker	One who performs any labor on a project or C3 Project and is paid hourly (W2 earner not given a 1099). If they work on C3 Projects they are required to have an OSHA 10 credential.
Employee	Anyone other than a Craft Worker or supervisor associated with the accredited company.
Employer	Contractor or Specialty Contractor of all tiers that employees Craft Workers and Supervisors.
Endorser (also referred to as Owner)	Owner (construction user) that supports C3 by endorsing and communicating the principles of C3. Endorsers are encouraged to include C3 Principles in the form of C3 General Conditions - Specifications or include language on all available projects. It is the goal of C3 that Owner Endorsers would include C3 Principles on all of their projects (including master or enabling type agreements).
General Conditions - Specifications	Contract language for Owner Endorsers and Contractors to incorporate into project specifications. It was developed by C3 as a standard of compliance as it relates to craft employees performing any labor on their projects.
Internal Compliance Review	Internal review of the use of the C3 Training Database by Accredited Employers and Project Participants. Report is not published but is used as a tool for Jobsite Compliance Visits.
Jobsite Compliance Visit	Random and For Cause Compliance visits conducted throughout the year for Accredited Employers and Project Participants working on C3 Projects. A report is generated for Board review.

Laborer	Supplemental staffing on a project that performs tasks involving physical labor at construction sites, including cleanup of rubble, debris and other waste materials. May assist other Craft Workers; however, construction laborers who primarily assist a specific Craft Worker are classified under Sub-journey level craft persons. Such labor can be found at C3 Certified Staffing Agencies.
Monthly Metrics Reporting	Internal C3 document submitted by the Contractor of a C3 Project indicating man hours, safety metrics, training headcounts.
OSHA	Occupational Safety and Health Administration.
OSHA Affidavit	Document used by companies to certify that their workforce does in fact have OSHA credentials. However, the cards may be in transit or lost. Document is submitted to C3 and signed by an officer of the company.
OSHA 10-hour	Construction Safety Training that meets the OSHA Training Institute required by C3 for all Craft Workers.
OSHA 30-hour	Construction Safety Training that meets the OSHA Training Institute required by C3 for all Supervisors managing Craft Workers.
Owner (also referred to as an Endorser)	Also referred to as construction user. The entity that engages the Contractor and deems a project to be C3.
Project	A specific project designated by an Owner to be deemed a C3 Project holding to the organization's principles. Contractors and Specialty Contractors may also recommend a project for C3 participation.
Project Participant	A Contractor or Specialty Contractor, of every tier, who is in full compliance with C3 Principles for all its Craft Workers on a designated C3 Project.
Request for Proposal	A document that outlines the C3 Principles for bidders interested in bidding on a C3 Project. The form must be signed and returned to the Contractor at the time of bid.
Specialty Contractor	A subcontractor working for a Contractor or a subcontractor working for a subcontractor of any tier.
Supervisors	Site-specific, company-designated Supervisors, managers, foremen or anyone with management responsibilities. They are required by C3 to have OSHA 30.
Sustainable Workforce	A workforce that, through its own environment is capable of sustaining itself at the necessary level of worker satisfaction and required expertise indefinitely into the future. It is an environment that encompasses, by necessity, elements of financial security, health and well-being, training and education for employees; stability, ethical conduct, moral behavior and talent pools for contractors; and efficiency, productivity improvements, and social acceptability/responsibility for Owners.

## APPENDIX A – CONDITIONAL STATUS

Conditional Status occurs when a company is found to be out of compliance and has failed to demonstrate effort to remedy identified compliance issues. The list below illustrates possible compliance issues. The list is used for illustrative purposes and is not exhaustive. If you have concerns about Conditional Status or items that might not comply with C3 principles and policies, please contact C3 to discuss.

- Violation of C3 principles (financial security, health and well-being, safety training, craft training)
- Failure to apply to C3 before performing work at a jobsite
- Failure to use the C3 Training Database
- Failure to follow C3 prescribed pay practices that include ensuring all Craft Workers are W2 wage earners, providing workers' compensation insurance for craft workers and supervisors, deducting and matching federal and state employment taxes and paying overtime wages according to federal law
- Failure to provide OSHA 10 and 30 to all jobsite Craft Workers and Supervisors, respectively
- Failure of the Contractor to hold Specialty Contractors responsible for following all C3 principles
- Failure to administer the 12 Monthly Safety Modules
- Failure to submit monthly metrics as described in Monthly Metrics report
- Failure to deliver C3 Orientation and submit sign-in sheets
- Failure to participate in a Jobsite Compliance Visit
- Failure to participate in audit of hourly payroll practices
- Failure to correct deficiencies within the required timeframe
- Failure to reach recognized craft training level within 18 months of receiving C3 accreditation (Accredited Employers only)

If a company fails to comply with items noted they will be notified in writing.

- 1) Companies that are found to be non-compliant will be placed on Conditional Status following these process steps:
  - a) Verbal
    - i) Verbal warning given before departure from jobsite visit
    - ii) Phone call to Contractor regarding identified company who has failed to apply to C3 but is on the jobsite
    - iii) Phone call for failure to apply for craft training endorsement
  - b) Written letter with corrective actions
    - i) Email and US Postal Service
    - ii) Response required within 10 calendar days from date on letter
    - iii) If Remediation plan is sent to C3 and accepted - company remains compliant
  - c) Certified Letter with corrective actions
    - i) US Postal Service
    - ii) Response time of 5 calendar days from date of issue on letter
    - iii) If Remediation plan is sent to C3 and accepted - company remains compliant
  - d) No Response or Remediation Plan
    - i) Company placed on Conditional Status
    - ii) Penalties enforced as described above in section 8 of the policy and procedure document.

# Conditional Status

