



The PGTI Model



Integrating supply and demand for women in the construction industry

Despite several brief periods since the late 1970s of increased participation by women in construction apprenticeships, the percent of women working in the construction trades in the United States has been consistently stalled in the low single digits. Beginning in 2008, a collaboration of stakeholders across the construction industry in Massachusetts began meeting to address the problem of the persistent lack of access to good jobs for women in the construction trades. Convened by the Labor Resource Center (LRC) at the University of Massachusetts Boston; the Boston Metropolitan District Building Trades Council and its Registered Pre-Apprenticeship Program, Building Pathways, Inc.; the New England Regional Council of Carpenters (NERCC), the Dorchester/Roxbury Labor Committee and the Massachusetts AFL-CIO, this multi-stakeholder collaboration, known as PGTI (the Policy Group on Tradeswomen's Issues), has over 150 participants from business, labor, government and policy. It has met bi-monthly for the past 8 years and is focused on and committed to improving outreach, recruitment, hiring, training, employment, and retention of women in the Massachusetts construction industry.

Over the past eight years, participating stakeholders have been engaged in developing, implementing and evaluating both a strategic framework and technical tools for increasing women's participation in the pipeline from recruitment into apprenticeship through the steady employment that is a precondition to a successful career in the construction.

The strategic framework, **the Integrated Supply and Demand Model**, provides a conceptual approach to the variety of barriers faced by women entering the industry and also by those stakeholders who seek to change entrenched ways of doing business that reinforce the exclusion of women. Challenges ranging across the various sectors of the construction industry include, but are not limited to:

- gender bias that affects women from recruitment to employment
- market forces which determine when and how many apprentices are trained by the Registered Apprentice Programs
- institutional gap between the RAPS which train and the employers who hire.

See Figure 1 for a schematic representation of the complex forces addressed by the Integrated Supply and Demand Model.

Among the technical tools developed by participating stakeholders is a set of area best practices titled *Finishing the Job*, which have been implemented and evaluated across Massachusetts and have been shown to be effective in increasing women's opportunities and access to careers in the construction trades. *Finishing the Job* consists of a set of checklists customized to the needs of each stakeholder groups including construction owners, contractors, subcontractors, building trades unions, registered apprenticeship programs, and community-based organizations that are working to diversify their local construction workforce.

PGTI's mantra: *We are in this together. There is no silver bullet.
We will never never give up.*

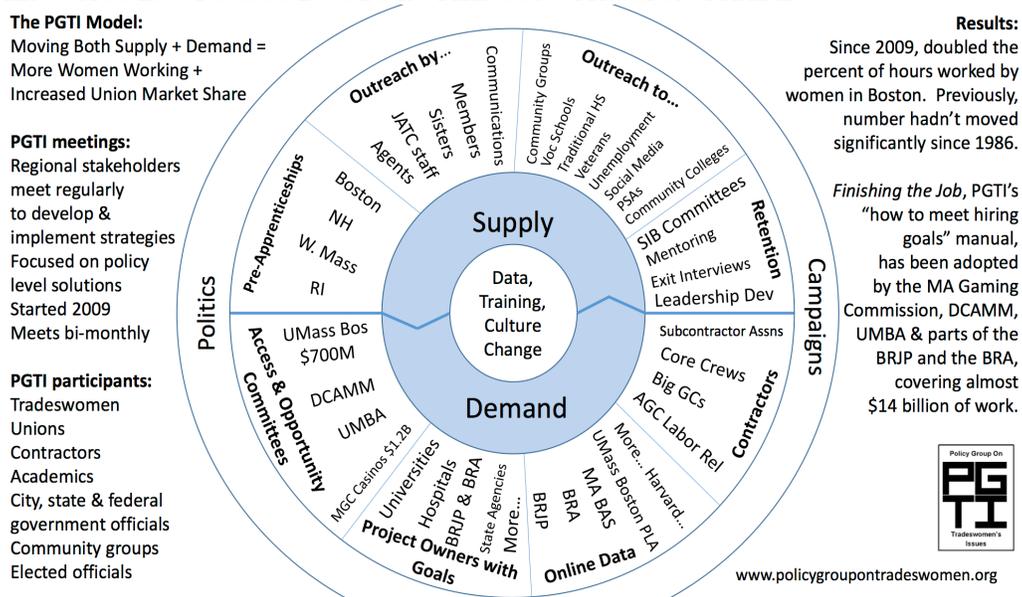
These best practice checklists have now been adopted, as a whole or in part, on approximately \$14 billion worth of construction in Massachusetts, including the University of Massachusetts Building Authority, Massachusetts Gaming Commission, the Division of Capital Asset Management and Maintenance, the Department of Transportation, the Boston Redevelopment Authority and the City of Boston. As a result of this industry-wide collaboration and the implementation of the Integrated Supply and Demand Model’s best practices, we have seen a steady rise in participation of women in Registered Apprenticeship Programs since 2012 (SEE TABLE 1) and increased employment where the best practices have been implemented.

- The construction of the Integrated Sciences Complex at the University of Massachusetts Boston was the pilot site for the best practices from 2011-14 and was able to attain 10% women’s work hours for the 24 months of the project.
- Working with the City of Boston, we have been able to track women’s work hours under the city’s jobs ordinance.
- The Mass Gaming Commission’s (MGC) completed Plainville construction site had 7% women’s work hours in 2014.
- MGC’s has two additional projects under construction. Wynn in Everett has 7.3% women’s hours through March 2016. MGM in Springfield MGM has 8.94% women’s hours.

TABLE 1: PERCENT OF WOMEN APPRENTICES IN MASSACHUSETTS RAPS, 2012-2015. Source: Massachusetts Division of Apprentice Standards, www.mass.gov/lwd/labor-standards/das/

Year (4 th quarter)	Total active apprentices in Mass JATCs	Active women apprentices	Percent of active apprentices who are women
2012	3550	173	4.87%
2013	4083	228	5.59%
2014	4871	298	6.12%
2015	5880	389	6.62%

FIGURE 1: AN INTEGRATED SUPPLY AND DEMAND MODEL FOR INCREASING WOMEN’S ACCESS TO GOOD JOBS IN THE CONSTRUCION TRADES.



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