

## QL1.3 DEVELOP LOCAL SKILLS AND CAPABILITIES

### INTENT:

Expand the knowledge, skills and capacity of the community workforce to improve their ability to grow and develop.

### LEVELS OF ACHIEVEMENT

IMPROVED	ENHANCED	SUPERIOR	CONSERVING	RESTORATIVE
<b>(1) Cost efficient.</b> The project team proposes significant efforts to hire and train local workers as needed, but mostly hiring specifications directed to the construction contractor. Programs have articulated goals to meet or exceed industry sector averages. Training is to be done on an as needed basis. Emphasis placed on hiring and training disadvantaged groups. (A)	<b>(2) Hire locally.</b> The project team lays out broader programs within the project to bring on local firms and workers at higher skill levels. Local hiring is to extend beyond specifications to the construction contractor and into the project design team. Training and education is still proposed to be on an as-needed basis. It is not designed to build significant local skills or capabilities. (A)	<b>((5) Specific skills outreach.</b> The project team has developed and committed to affirmative outreach plans and programs to identify and hire local firms and workers at a broad range of skill levels. Education in some specialty areas will be provided where required. The project team makes an assessment of those educational needs and establishes the requisite education programs. (A)	<b>(12) Local capacity development.</b> The project team commits to working with the community to assess local employment and educational needs. Specific commitments are made to establish programs to hire and train local workers with an emphasis on minorities and/or other disadvantaged groups. Plans and commitments for hiring, training and education are compared to community needs are proposed. (A)	<b>(15) Long-term competitiveness.</b> The project team commits to working with the local community not only to assess local employment and educational needs, but also to address future community competitiveness. Working with community leaders, programs are established to identify educational and employment needs and shortfalls. The team then works with the community to improve and retrofit the local skill base, thereby improving long term competitiveness. (A, B)

### DESCRIPTION

The intent of this credit is to address the degree to which the project improves both local employment and the skills mix during the project design and implementation phases. At one end of the achievement spectrum, the owner, designer and contractor commit to hire local workers mostly in the construction phase. At the other end, commitments to local hiring are established in all three phases, resulting in a more skilled and competitive workforce. Training and education programs are established in the project delivery phases to strengthen the skills base, with an emphasis on minority and/or disadvantaged groups.

### ADVANCING TO HIGHER ACHIEVEMENT LEVELS

**Benchmark.** Hiring and training of local workers or firms is strictly a cost decision and is predominantly unskilled labor. Training is done as needed, or as required by regulations and standards.

**Performance improvement:** Shift from hiring local workers as needed to capacity building. More consideration of local employment and education needs, long-term workforce competitiveness.

### EVALUATION CRITERIA AND DOCUMENTATION

A. What is the expected degree to which the project will contribute to local employment, training and education, with emphasis on the most needy and/or disadvantaged groups through project planning, design and construction?

1. Explanation of how the project team identified community employment, training and worker education needs.

2. Documentation of plans and commitments for hiring local workers and disadvantaged groups for the project.
3. Documentation of the extent and skill level of work planned for local firms.
4. Documentation of the proposed skill mix of local project hires in relation to overall project employment.
5. Statement of the ratio of proposed local hires to overall hires, and the skill mix of local hires in relation to overall project hiring and employment.
6. New businesses with local employment expected with the project.

B. How will the project contribute to long-term community competitiveness?

1. Documentation of proposed education and training programs to be developed and implemented, and an explanation of the extent to which these programs will address identified community needs and improved community competitiveness, current and future.

### SOURCES

- W. A. Wallace, Project Sustainability Management Guidelines, Unpublished manuscript, September 2010.

### RELATED CREDITS

QL1.1 Improve Community Quality of Life