

# HIGHWAY CONSTRUCTION ON-THE-JOB TRAINING PROGRAM REVIEW

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FHWA/MT-07-007/8117-28

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*Final Report*

*prepared for*  
THE STATE OF MONTANA  
DEPARTMENT OF TRANSPORTATION

*in cooperation with*  
THE U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL HIGHWAY ADMINISTRATION

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*June 2007*

*prepared by*  
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Bureau of Business and Economic Research  
The University of Montana



RESEARCH PROGRAMS

Montana Department of Transportation



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# Highway Construction On-The-Job Training Program Review

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## Submitted to:

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May 2007

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## TECHNICAL REPORT DOCUMENTATION PAGE

<b>1. Report No.</b> FHWA/MT-07-007/8117-28		<b>2. Government Accession No.</b>	<b>3. Recipient's Catalog No.</b>
<b>4. Title and Subtitle</b> Highway Construction On-The-Job Training Program Review		<b>5. Report Date</b> May 2007	
		<b>6. Performing Organization Code</b>	
<b>7. Author(s)</b> John D. Baldrige		<b>8. Performing Organization Report No.</b>	
<b>9. Performing Organization Name and Address</b> Bureau of Business and Economic Research The University of Montana Missoula MT 59812-6840		<b>10. Work Unit No.</b>	
		<b>11. Contract or Grant No.</b> 8117-28	
<b>12. Sponsoring Agency Name and Address</b> Research Programs Montana Department of Transportation 2701 Prospect Avenue PO Box 201001 Helena MT 59620-1001		<b>13. Type of Report and Period Covered</b> Final, 9/2005-4/2007	
		<b>14. Sponsoring Agency Code</b> 5401	
<b>15. Supplementary Notes</b> Research performed in cooperation with the Montana Department of Transportation and the US Department of Transportation, Federal Highway Administration. This report can be found at <a href="http://www.mdt.mt.gov/research/docs/research_proj/ojt/final_report.pdf">http://www.mdt.mt.gov/research/docs/research_proj/ojt/final_report.pdf</a> .			
<b>16. Abstract</b> This study provides information about the experiences of trainees, contractors, Montana Department of Transportation (MDT) field staff, and other state DOT staff in their state's On-the-Job Training (OJT) Program. Obtaining this information is an important step in MDT's process of monitoring the quality of the OJT program, and enables MDT to report this information to the Federal Highway Administration and to the contracting community. Bureau of Business and Economic Research (BBER) at The University of Montana-Missoula administered questionnaires to individuals involved with the OJT process to gather this information. This study consists of four parts: a survey of Montana OJT program trainees, a survey of Montana contractors who participate in the OJT program, a survey of MDT field staff who play a role in the OJT program, and key informant interviews with selected state department of transportation (DOT) staff from the western United States who are involved with their state's OJT program. Trainees in the Montana Department of Transportation's On-the-Job Training Program are generally very satisfied with the program. A majority of the contractors interviewed (55.6%) rated the quality of the OJT Program overall as good, while about one-third (33.3%) rated it fair, and only 11.1% rated it poor. Two-thirds of MDT staff (66.7%) rated the overall quality of the OJT program as good, while one-third (33.3%) rated it fair. Of the state DOT employees interviewed, most viewed the overall quality of their state's program favorably.			
<b>17. Key Words</b> Job training programs, highway construction training, equal opportunity, equal employment		<b>18. Distribution Statement</b> Unrestricted. This document is available through the National Technical Information Service, Springfield, VA 21161.	
<b>19. Security Classif. (of this report)</b> Unclassified	<b>20. Security Classif. (of this page)</b> Unclassified	<b>21. No. of Pages</b> 146	<b>22. Price</b>

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## **EXECUTIVE SUMMARY**

### **Overall Satisfaction**

A majority Montana On-the Job (OJT) trainees, Montana contractors, and Montana Department of Transportation OJT field staff rated the overall quality of Montana OJT training as at least good. Among trainees, 44.9% rated the training as good, while 36.7% rated it excellent. 55% of contractors rated the overall quality of OJT training as good. Two-thirds of MDT field staff (66.7%) rated the OJT training provided as good. These findings are consistent with those observed by other state department of transportation (DOT) OJT program staff. Among the other state OJT staff interviewed, 40% rated the training provided by their state as good, while 20% rated their state's training as excellent.

Over 9 in 10 Montana OJT trainees would recommend the Montana program. This percentage exceeds that found in North Dakota (80%). Readers should note, however, that none of the other state DOT staff interviewed said that their state collects satisfaction or program recommendation data.

### **Attaining Journeyman Status**

Relatively few Montana contractors or staff from other states' OJT programs said that 500 training hours - the amount currently provided by the Montana program - is sufficient to attain journeyman status. Only 11% of Montana contractors interviewed said that 500 training hours is sufficient to attain journeyman status, and only 20% of other state OJT program staff agreed.

### **Spending Enough Time with Trainees**

Montana trainees, contractors, and MDT field staff disagree on the question of whether or not OJT trainers spend enough time with trainees. Nearly three-fourths of Montana trainees (74%) say their trainers spend enough time with them. However, only 22% of Montana contractors were comfortable with the amount of time their trainers spend with students. Similarly, only 33% of MDT field staff said that trainers spend enough time with trainees.

### **Key Program Elements**

There was some agreement between MDT field staff and other state OJT program staff about the key elements of an OJT program. MDT field staff mentioned a need for more MDT interaction with trainees, and suggested considering adding a statewide MDT OJT coordinator position, as central to continued improvement of Montana's OJT program. Other state OJT program staff mentioned having enough state program staff to conduct face-to-face or retention visits with trainees, good program standards, and contractor buy-in as key to a good OJT program.

### **Trainee Retention Factors**

There was little agreement among the groups studied regarding the main reason trainees stay in OJT programs. Trainees cited receiving relevant/useful training and the money they earned as the main reasons they stayed in Montana's OJT program. Contractors said retention was improved by keeping trainees busy and spending time communicating with trainees. Other state OJT program staff cited trainee motivation to work construction, trainees liking the contractor, and state staff keeping in touch with trainees as primary contributors to trainee retention.

## **Trainee Attrition Rates**

MDT reports that Montana's yearly attrition rate for OJT trainees is 20%. This rate is lower than each of the other states included in this study. Rates in the other states studied vary considerable, from a low of 38% in North Dakota to a high of 80% in Idaho where trainees pay for their own training.

## **Trainee Attrition Factors**

Montana contractors and other state OJT program staff offered similar observations on the main reasons that trainees leave OJT programs. Both groups said that unrealistic trainee expectations about construction occupations, in general, and the difficulty of OJT training, in particular, are significant contributors to trainee attrition. Montana contractors and other state OJT program staff also mentioned trainee family commitments and the difficulty of trainees traveling with the construction company as contributing factors to trainee attrition. In contrast, Montana OJT trainees cited supervisor behavior - either a lack of training or supervisor unfairness - as the main reason they left the OJT program.

## **Equal Opportunity in Montana's OJT Program**

Montana OJT trainees and Montana contractors both reported experiencing the impact of equal opportunity factors during training. 12% of Montana OJT trainees said that they experienced inappropriate behavior related to their race, gender, skin color, age, country of origin, religion, or disability during training. 33.3% of Montana contractors said the American Indian culture and gender of trainees impact OJT training. In contrast, none of the MDT field staff interviewed said they were aware of an instance in which racial or gender bias caused a trainee to leave the OJT program.

While contractors said trainee culture and gender impact training, not one of the Montana contractors interviewed said that trainers adapt training to the race, gender, or handicap of trainees. Interestingly, 33.3% of MDT field staff reported that Montana contractors do adapt training to the race, gender, or handicap of trainees.

## **INTRODUCTION**

### **Purpose**

This survey provides information about the experiences of trainees, contractors, Montana Department of Transportation (MDT) field staff, and other state DOT staff in their state's On-the-Job Training (OJT) Program. Obtaining this information is an important step in MDT's process of monitoring the quality of the OJT program, and enables MDT to report this information to the Federal Highway Administration and to the contracting community. Bureau of Business and Economic Research (BBER) at The University of Montana-Missoula administered questionnaires to individuals involved with the OJT process to gather this information.

### **Study Design**

This study consists of four parts: a survey of Montana OJT program trainees, a survey of Montana contractors who participate in the OJT program, a survey of MDT field staff who play a role in the OJT program, and key informant interviews with selected state department of transportation (DOT) staff from the western United States who are involved with their state's OJT program.

The trainee questionnaire was administered by telephone using a Computer-Assisted Telephone Interviewing (CATI) system. The population studied was a list of MDT OJT trainees provided to BBER by MDT. The list included trainees who were currently participating in the program, had recently completed the program, and did not complete the program and were no longer enrolled. Since all trainees on the MDT list were initially included in the study a discussion of sampling error is not relevant, there is no sampling error in this study.

The contractor questionnaire was also administered by telephone and the answers were recorded on hard copy. The population studied was a list of MDT OJT contractors provided to BBER by MDT. Since all contractors on the MDT list were initially included in the study a discussion of sampling error is not relevant.

The MDT staff questionnaire was administered by telephone and the answers were recorded on hard copy. The population studied was a list of MDT OJT field staff provided to BBER by MDT. Since all MDT staff on the MDT list were initially included in the study a discussion of sampling error is not relevant.

The list of questions for the interviews of selected state DOT staff was administered by telephone and the answers were recorded on hard copy. MDT suggested that BBER interview an unspecified number of representatives of western U.S. state DOTs who worked with their state's OJT program, and provided a list of possible e-mail contacts. BBER interviewed selected state DOT representatives.

## **Survey Administration**

The trainee survey was administered from July through September 2006. Of the 86 eligible respondents contacted 50 (58.1 percent) completed the survey. A 58.1 percent response rate is considered typical for a survey of this type (Groves et al, 2004). By completing interviews with a majority of this very difficult to locate population, the probability that nonrespondents would provide answers to key questions that differ significantly from respondents' answers is decreased. This improves the reliability of the data.

45 respondents completed the survey by telephone. Five additional respondents completed the questionnaire during an in-person interview conducted on the job site by a BBER interviewer supervisor. Listed trainees who were out of the country during the administration period and individuals who never actually started the program were considered ineligible.

BBER completed nine contractor interviews of eighteen names provided (50%) during January and February of 2007. BBER obtained six completed interviews with MDT staff of eleven valid names provided (54.5%) in January and February of 2007. Five state DOT staff in-depth interviews were conducted during February 2007.

## **Structure of this Report**

This report is divided into five major sections: trainee survey, contractor survey, MDT staff survey, state DOT staff interviews, and appendices. Each major section is divided into sub-sections that describe the main findings for each data collection effort.

The trainee survey includes a variable that classifies trainees in two categories, whether or not they worked on a Highway 93 construction project between Evaro and Polson during the summer of 2006. This variable was created at the request of MDT to examine in greater detail the quality of OJT training on this particular project.

Appendix A provides detailed tables of all survey responses by various characteristics and lists the question text for each item in the questionnaire. Appendix B provides a record of additional comments provided by trainees so that MDT can place the data presented here in a larger context. The verbatim statements of MDT contractors, MDT staff, and state DOT staff are included in the body of this report in their respective sections. Appendix C provides readers with a copy of each final questionnaire.

The detailed tabulations in Appendix A are a very powerful tool for those interested in the results of this study. Each table includes the exact question language used, the percentage of each response option chosen, and the number of responses for each question. In addition, each table for the trainee survey provides a detailed cross-tabulation of the percentage of responses by selected demographic characteristics. Such a demographic analysis is not relevant in the other portions of the study.

Much of this report discusses differences between group percentages – such as the response differences between American Indian and White OJT trainees. No tests of independence, including t-tests and chi-squared tests, were required to determine differences between group responses because this study was, in effect, a census. The DOT staff key informant interviews make no attempt to generalize to any population, but do attempt to represent a range of western state OJT program characteristics. The goal of this report is to describe the results of this study, it is not designed to make any policy recommendations. Any errors contained in this report are the sole responsibility of the author.

## TRAINEE SURVEY

### Overall Trainee Satisfaction with the OJT Program

All of the indicators measured demonstrate a high degree of trainee satisfaction with MDT's OJT program. A large majority of trainees (81.6%) rated their overall experience in the OJT program as either good or excellent. Only 18.4% gave their overall experience a fair or poor rating.

In addition to overall ratings, it is possible to compare trainee ratings by various demographic characteristics. Male trainees were slightly more likely (39.4%) than female trainees (31.3%) to rate their overall experience excellent, while females (18.8%) were slightly more likely than males (9.1%) to give their experience a fair rating. American Indian trainees (40.0%) were more likely than were White trainees (30.8%) to give their experience an excellent rating. Disabled trainees (25%) were less likely to rate their experience excellent than were non-disabled trainees (39%). Trainees who worked on Highway 93 projects from Evaro to Polson during the summer of 2006 (42.9%) were more likely to give their overall experience an excellent rating than were those who worked on other projects (32.1%).

Even more positive results were found when examining whether or not trainees would recommend the OJT program to others seeking a job in the construction industry (see Figure 1 below). An impressive 94% of trainees said that they would recommend the program to others. Only 2% said that they would not recommend the program, while the remaining 4% said they were not sure.

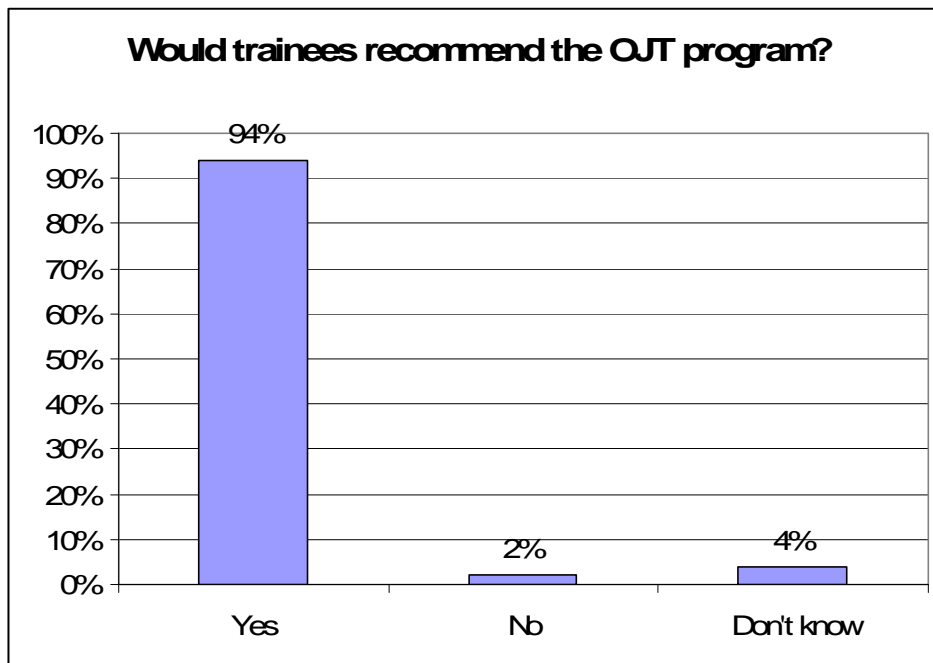


Figure 1: Recommending the OJT Program

All of the trainees who said they would not recommend the program, a very small percentage of the total, were heavy equipment operators currently being trained on Highway 93 projects. Essentially all of the demographic groups had nearly identical high rates of recommending the program.

Over three-fourths of the trainees (78%) said that the training they received met the expectations they had prior to the start of their career preparation, while only 14% said the training did not meet their initial expectations and 8% said they weren't sure.

Female trainees (81.3%) were slightly more likely than males (76.5%) to say the training met their expectations. American Indian trainees (80.6%) were more likely than White trainees (69.2%) to say the training met their expectations. Disabled trainees (25%) more often said the training did not meet their expectations when compared with non-disabled trainees (11.9%). Highway 93 trainees (81%) were slightly more likely than others (75.9%) to say the training met their expectations.

### **Trainee Satisfaction with Specific Aspects of the OJT Program**

In addition to examining overall trainee satisfaction with the OJT program, the study explored trainee satisfaction with specific aspects of the program. Results of this examination are summarized in Table 1 below.

**Table 1: Trainee ratings of specific aspects of OJT program**

<b>Aspect of program</b>	<b>Very Positive (%)</b>	<b>N</b>
How knowledgeable is (was) your trainer about the subject he or she teaches (taught)?	75.5%	49
How respectful has your trainer been toward you?	75.0%	48
How clear and understandable is (was) the instruction that you have received?	68.0%	50
Has your trainer treated you? (Fairly?)	63.3%	49
How effective are (were) the training methods used by your trainer?	59.2%	49
How enthusiastic is (was) your trainer about the subjects he or she teaches (taught)?	55.1%	49
How organized is (was) the training that you have received?	46.0%	50
How useful is (was) the written training material that you receive (received) as a part of your training?	22.4%	49

The ratings of specific aspects of the OJT program support the positive overall ratings cited earlier in this analysis. In six of eight items studied a majority of trainees give the item the highest possible rating. Only one aspect of the training, the usefulness of written training material, caused trainees to offer a less than glowing rating. Even in this instance a plurality of trainees (44.8%) gave the written material they received either a somewhat or very positive rating, while 26.5% gave it a negative rating, and 28.6% said they were not sure.

Trainees rated the subject matter knowledge of their trainer highest (75.5% very positive), along with the respect their trainer showed toward them (75.0% very positive). Still very positive ratings, though somewhat lower, were given to the clarity of instruction provided (68% very positive), the fairness with which the instructor treated trainees (63.3% very positive), the effectiveness of the training methods used (59.2% very positive), and the enthusiasm of the instructor (55.1% very positive).

While 46.0% of trainees rated the organization of their training very positively, another 32.0% said it was somewhat organized, and only 14% said the training was somewhat or very disorganized.

The relatively low rating given by trainees to the usefulness of written training materials may present an opportunity to improve the OJT program. To illuminate this opportunity further, it may be useful to examine the demographic differences in ratings of written materials. Half of American Indian trainees (50%) said the written material they received was somewhat or very useful (see Figure 2 below), while only 30.8% of White trainees agreed.

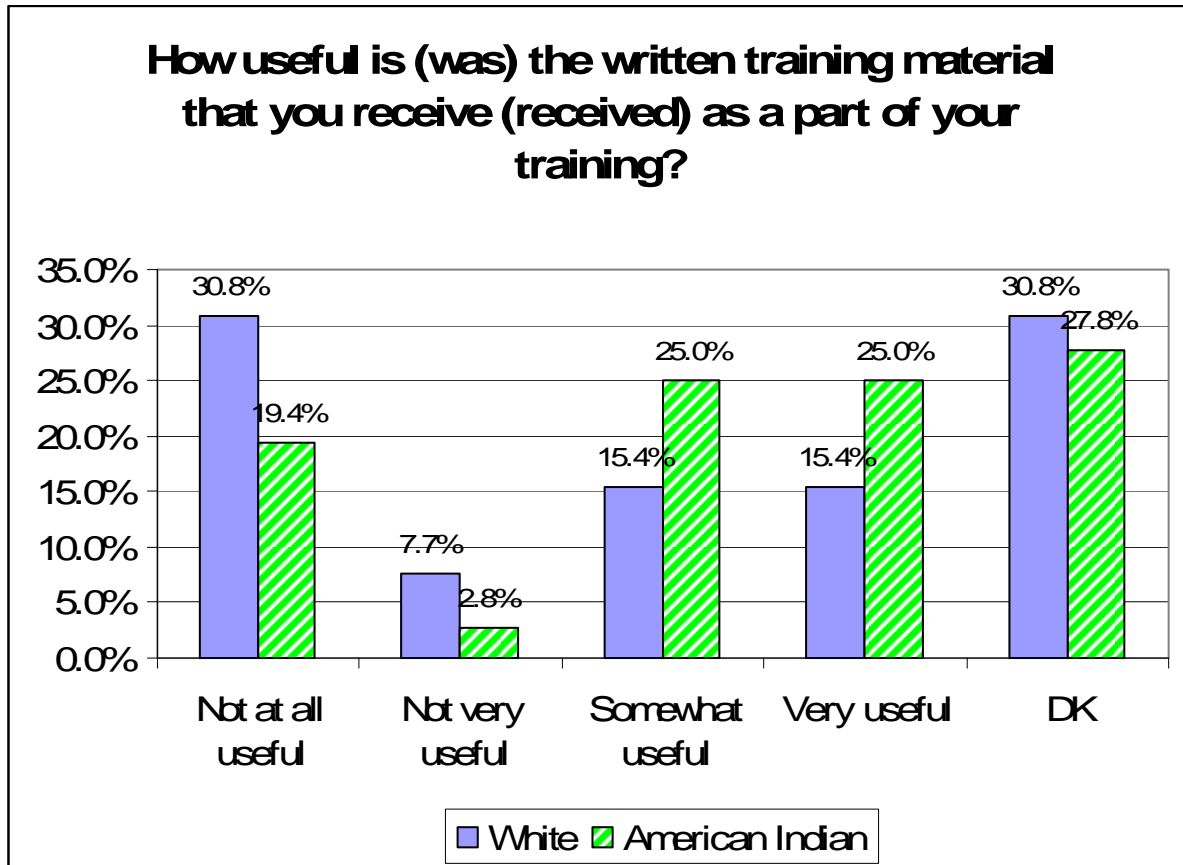


Figure 2: Usefulness of Written Training Material

An even more striking difference is found when examining the education attainment of trainees with regard to their rating of the usefulness of written materials. While half of those with at least a GED (50.0%) said written materials were very useful, only 17.1% of those with less than a GED agreed.

Females were more likely (31.3%) than males (18.2%) to say that written materials were not at all useful.

## Main Reason for Trainee Satisfaction

In addition to asking about general satisfaction with the program and about satisfaction with specific aspects of the program, trainees were asked why they gave the answer they did to the general satisfaction question. This question was asked in an open-ended format and trainees' answers were captured verbatim. Table 2 below summarizes the most frequent responses given by trainees, both positive and negative. The uncoded verbatim responses may be found in Appendix B at the end of this report.

**Table 2: Reason for Respondent Satisfaction**

Responses		Frequency	Percent
Respondent Satisfied With Program	Made sure Respondent learned.	6	12.0
	Good quality training and current information.	5	10.0
	Made sure Respondent learned a task before moving to next task.	4	8.0
	Liked co-workers.	3	6.0
	Program helped Respondent find a job.	2	4.0
	Liked training.	2	4.0
	Learned a skill they wanted.	2	4.0
	Liked supervisor.	2	4.0
	Good company.	1	2.0
	Supervisor explained tasks well.	1	2.0
	Like hands on training.	1	2.0
	One-on-one instruction.	1	2.0
	Received high evaluation.	1	2.0
	Respondent Not Satisfied With Program	Learned without help of trainer.	6
Did not receive training promised.		5	10.0
Not enough hands on training.		1	2.0
Other trainees received undue favorable treatment..		1	2.0
<b>Sub-total</b>		<b>44</b>	<b>88.0</b>
Missing	MISSING.	5	10.0
	REFUSED.	1	2.0
	<b>Sub-total</b>	<b>6</b>	<b>12.0</b>
<b>Total</b>		<b>50</b>	<b>100.0</b>

Of those trainees who expressed overall satisfaction with the OJT program, the most common reason cited was that the trainers made sure that the trainee actually learned the subject matter. An interesting, related reason cited by nearly as many trainees (8%) was that the trainers made sure the trainee fully learned one task before moving on to the next task. Others cited the overall good quality of the training and current information provided (10%).

Those trainees who were not generally satisfied most frequently said that they were too often required to train themselves without the help of any trainer (12%). Others said that they did not receive the training that they were promised (10%).

### Why Trainees Stay in the OJT Program

BBER also asked trainees what aspect of the training contributed most to them staying in the program. This question was asked in an open-ended format and trainees' answers were captured verbatim. Table 3 below summarizes the most frequent responses given by trainees. The uncoded verbatim responses may be found in Appendix B at the end of this report.

**Table 3: Program Aspect that Caused Respondent to Stay in OJT Program**

Responses		Frequency	Percent
Valid	The money.	12	24.0
	Learned skill Respondent wanted.	8	16.0
	Hands-on training.	3	6.0
	Interesting training.	3	6.0
	Like the work or the fast pace.	3	6.0
	Liked trainer.	3	6.0
	Liked co-workers.	2	4.0
	Liked the company.	2	4.0
	Offered job upon program completion.	1	2.0
	Respondent treated well.	1	2.0
	Good opportunity to learn good job.	1	2.0
	Training flexible.	1	2.0
	Other.	2	4.0
	<b>Sub-total</b>	<b>42</b>	<b>84.0</b>
Missing	Respondent did not finish program.	5	10.0
	MISSING.	3	6.0
	<b>Sub-total</b>	<b>8</b>	<b>16.0</b>
<b>Total</b>		<b>50</b>	<b>100.0</b>

The most commonly cited aspect of the OJT program that contributed most to trainee retention (24%) was the money that they were making or that they could make as a result of getting a job upon program completion. The next most commonly cited aspect (16%) was that trainees actually learned the skills they sought; the training was highly relevant. Hands-on training (6%), interesting training (6%), and fast-paced training (6%) also contributed significantly to trainee retention.

Of additional interest is the fact that 46% of trainees who expressed some dissatisfaction with the OJT program in general said that the primary reason they stayed in the program was the money. Only 19% of those who expressed general satisfaction with the OJT program said the primary reason they stayed in the program was the money.

### **Additional Characteristics of the OJT Program**

A majority of trainees (54%) said they had almost no opportunity to design their own training, while 36% said they designed half or more. There was no correlation between a trainee's opportunity to design their own training and their overall satisfaction with the OJT program. White trainees were more likely (69.2%) to say they had almost no opportunity to design their own training than were American Indian trainees (50%).

Three-fourths of trainees (74.5%) said their trainer spent enough time with them for them to learn what they needed to know, while 23.4% said their trainer did not spend enough time with them, and the remainder (2.1%) said they weren't sure.

When examining the demographic differences between responses to this item, four items stand out. First, women are more likely (33.3%) than men (18.8%) to say their instructor does not spend enough time with them. Second, those with less than a GED are more likely (25.6%) than those with at least a GED (12.5%) to say their trainer doesn't spend enough time with them. Third, 75% of those who left the program early said their instructor did not spend enough time with them. Finally, 40.0% of those who said they were treated inappropriately by their instructor also said he or she did not spend enough time with them.

About one third (32.7%) of trainees said a MDT representative had not yet observed their training, while 42.9% said a MDT representative had observed their training. Nearly one quarter of trainees (24.5%) said they could not recall whether a MDT representative had observed their training.

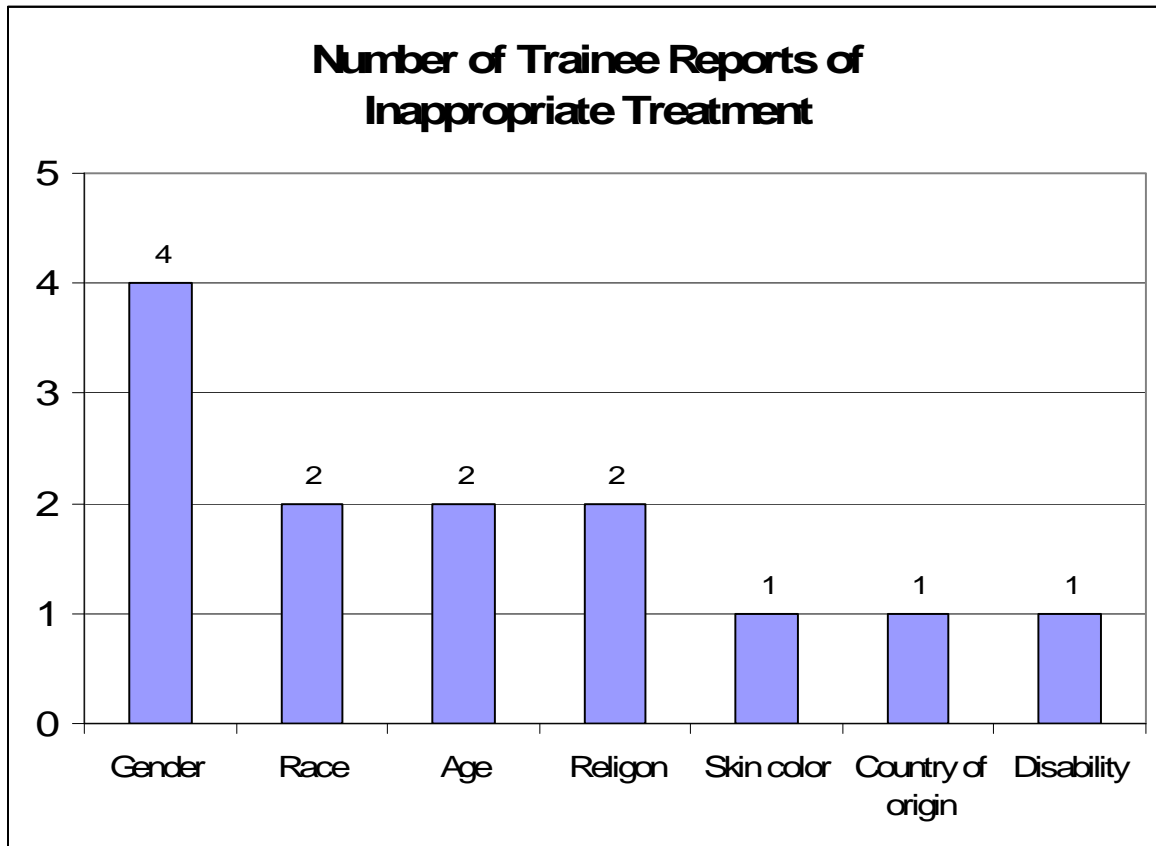
Males were more likely (39.4%) than females (18.8%) to say that no MDT representative had observed their training. White trainees (46.2%) were more likely than American Indian trainees (27.8%) to say that no MDT representative had observed their training. Trainees who work on projects other than Highway 93 (39.3%) were also more likely to say that no MDT representative had observed their training than were Highway 93 trainees (23.8%).

## Summary of Inappropriate Treatment Reports

Six out of 50 trainees (12%) reported being treated inappropriately during their OJT training experience in one or more equal opportunity-related areas. Trainees were most likely to say that they were mistreated because of their gender. Three trainees reported experiencing inappropriate treatment in more than one equal opportunity-related area. Of the six trainees reporting inappropriate treatment, four said they were mistreated because of their gender. Three of these trainees were women. Race, religion, and age were the next most likely categories of inappropriate treatment cited by trainees; each receiving two reports by trainees (see Figure 3 below).

**Table 4: Summary of Inappropriate Treatment Reports**

Gender, Race, Skin Color, Age	Gender, Country of origin, Disability, Religion	Gender, Race, Age	Age	Religion	Gender	Total Trainees
Trainee Count	Trainee Count	Trainee Count	Trainee Count	Trainee Count	Trainee Count	Count
1	1	1	1	1	1	6



**Figure 3: Inappropriate Treatment Reports**

Five of six trainees reporting inappropriate treatment were American Indians, and four of six worked on Highway 93. In addition, all but one of the trainees who reported inappropriate treatment worked for a single contractor: Riverside.

### **Reason for Leaving OJT Program**

Only four respondents to the survey reported leaving the OJT program before completion. Given the small number of responses in this category, readers should take care when generalizing results to all trainees who left the program early. The four respondents cited the following reasons for leaving the program:

<u>Reason</u>	<u>Frequency</u>
1. Non-work related reasons	2
2. Lack of training	1
3. Not appreciated by my supervisor	1
4. Actions by my superior	1

Three of the four respondents were male, two were American Indian, two were White, one was disabled, one worked on Highway 93, and none reported inappropriate equal opportunity-related treatment. In spite of leaving the program before completion, two of the four respondents reported that the training they received helped them get another construction job.

## CONTRACTOR SURVEY

### Overall Contractor Impressions of the OJT Program

A majority of the contractors interviewed (55.6%) rated the quality of the OJT Program overall as good, while about one-third (33.3%) rated it fair, and only 11.1% rated it poor (see Table 5 below). When asked the reason behind their answer, those who rated the program positively said they valued the opportunity to produce well-trained employees. Those who rated the program negatively most often mentioned difficulty finding trainees to fill slots.

**Table 5: Thinking now about your overall experience with the on the job training program, would you say that the overall quality of the program is?**

Rating	Frequency	Percent	Cumulative Percent
Poor	1	11.1	11.1
Fair	3	33.3	44.4
Good	5	55.6	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

44.4% of contractors said that highway construction skill level of 500 hour OJT program graduates was good, while 11.1% said it was excellent, and 33.3% said it was poor (see Table 6 below). Fewer contractors (22.2%) rated the construction knowledge of trainees at the conclusion of 500 hours good, while a large majority (77.8%) rated trainees' knowledge as fair. Opinions on the work ethic of trainees was mixed, with 44.4% of contractors rating it good, 22.2% rating it fair or poor, and 33.3% saying they were not sure.

**Table 6: Would you say that the (skill level, knowledge level, work ethic) of a 500 hour OJT trainee at the conclusion of their training is?**

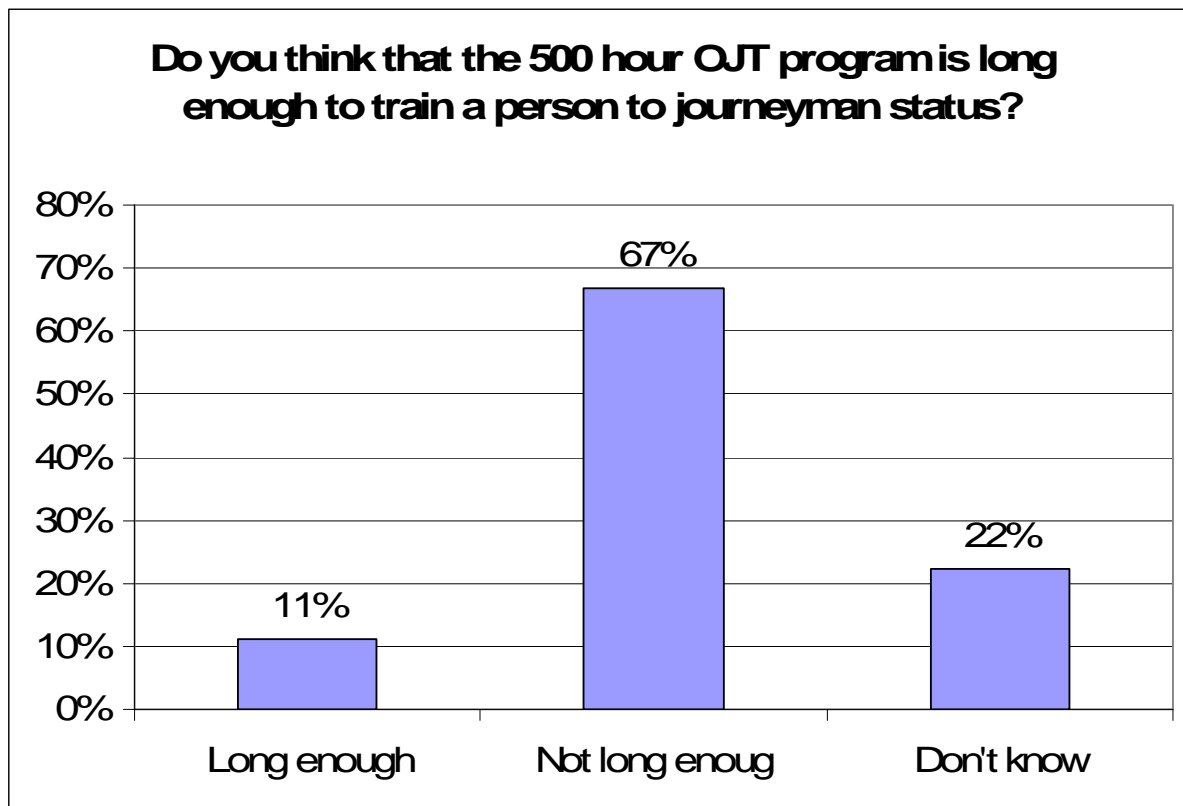
Rating	Construction Skill (%)	Construction Knowledge (%)	Work Ethic (%)
Poor	0.0	0.0	11.1
Fair	33.3	77.8	11.1
Good	44.4	22.2	44.4
Excellent	11.1	0.0	0.0
DK	11.1	0.0	33.3
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Over three-fourth of contractors (77.8%) claimed that they would hire an OJT program graduate from their firm’s training program if they had an opening. Only 11.1% said they would not hire an OJT graduate. Another 11.1% weren’t sure (see Table 7 below). A very large majority of contractors (88.9%) said they would hire an OJT graduate from another firm’s training program, and only 11.1% said they were not sure.

**Table 7: If an OJT trainee completed your training program (another firm’s program) with average or higher scores and you had a job opening, would you hire them, or not?**

Responses	Respondent’s Program (%)	Other Contractor’s Program (%)
Would hire OJT grad.	77.8	88.9
Would not hire OJT grad.	11.1	0.0
DK	11.1	11.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

Two-thirds of contractors (66.7%) believed that the 500-hour OJT program is not long enough to train a person to achieve journeyman status (see Figure 4 below). Only 11.1% believed the program is long enough to achieve journeyman status, and 22.2% didn’t know.



**Figure 4: Attaining Journeyman Status**

Finding trainees to fill slots and who are willing to complete training was the most common obstacle to providing OJT cited by contractors. The expense of the program and availability of time to train were also cited by contractors (see Table 8 below).

**Table 8: What are the main obstacles your company faces when providing OJT training?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Adequate personnel.	1	11.1	11.1
Attendance. Person applying and then moving to the next job.	1	11.1	22.2
Finding individuals who want to work.	1	11.1	33.3
Finding the right person for the position. Wanting to travel.	1	11.1	44.4
The cost.	1	11.1	55.6
Time.	2	22.2	77.8
To dedicate the expense.	1	11.1	88.9
Trying to find someone who wants to learn and stick around.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

Access to a trained pool of employees was the most commonly mentioned benefit of the OJT program (see Table 9 below). The fact that MDT subsidizes trainee wages was also mentioned. It should also be noted that one-third of contractors said they have received no benefits from the program yet.

**Table 9: What are the main benefits your company receives from providing OJT training?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
A qualified person who will continue.	1	11.1	11.1
Firm gets to try people out prior to hiring.	1	11.1	22.2
Have not had any, people did not stay and work next season.	1	11.1	33.3
Have not seen any yet.	1	11.1	44.4
Have not seen any.	1	11.1	55.6
Higher quality, better trained employees.	1	11.1	66.7
If it works out you have an extra employee.	1	11.1	77.8
It is paid for through MDT.	1	11.1	88.9
It works if you have a pool of employees to retain.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

## Assessment of OJT Program Compared with Other Programs

All of the contractors interviewed said that the overall training level of an OJT program graduate is higher than someone who has completed high school but has no construction experience (see Table 10 below). About two-thirds of contractors said that the training level of an OJT graduate is about the same or higher than graduates of tribal college programs, persons with one year of construction experience, and Job Corps program graduates. A similar two-thirds of contractors said that the training level of OJT graduates is about the same or lower than that of 1000-hour union apprentices.

**Table 10: Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a (other program) graduate?**

Responses	No experience but HS	Tribal College Program	1 year experience no HS	Job Corps Program	1000-hour Union Apprentice
Lower	0.0	11.1	22.2	22.2	33.3
About the same	0.0	44.4	55.6	44.4	33.3
Higher	100.0	22.2	11.1	11.1	11.1
DK	0.0	22.2	11.1	22.2	22.2
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## Views about Training and Supervisory Time Spent

Two in every three contractors (66.7%) admitted that it is difficult to spend enough time with OJT trainees (see Table 11 below). 22.2% claimed they did spend enough time with trainees, and 11.1% weren't sure.

**Table 11: Some trainees say that trainers don't spend enough time with them, while others don't mention this problem. Based on what you know are the trainers at your company able to spend enough time with trainees or is it difficult given all they have to do to spend enough time?**

Responses	Frequency	Percent	Cumulative Percent
Trainers spend enough time.	2	22.2	22.2
Difficult to spend enough time.	6	66.7	88.9
DK	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

In contrast, over three-fourths of contractors (77.8%) said that company trainers get adequate supervision and training themselves, while only 22.2% said it was difficult for the company to supervise trainers.

## Recommendations about Career Progression

When asked about a recommended career path contractors recommend that trainees start out as laborers, then move to operator (see Table 12 below). Contractors mentioned becoming carpenters and truck driver as additional options after starting out as a laborer.

**Table 12: If you were advising a young person just getting in to highway construction, which job should they start out in to position themselves best for career progression? Should they start out as a:**

Responses	1 <sup>st</sup> Job	2 <sup>nd</sup> Job	3 <sup>rd</sup> Job
Laborer	77.8	0.0	0.0
Operator	22.2	77.8	22.2
Carpenter	0.0	11.1	0.0
Truck Driver	0.0	0.0	11.1
DK	0.0	11.1	66.7
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Three-fourth of contractors (77.8%) said that trainees should develop skills from occupations like operator and truck driver rather than focusing on only occupation (22.2%).

## Trainee Retention

The most often cited reason for trainee attrition was the idea that some trainees have unrealistic expectations about how hard the work will be when they start the program (see Table 13 below). The difficulty of traveling with the company was also mentioned.

**Table 13: What is the main thing that causes OJT trainees to quit the program before completing it?**

Responses	Frequency	Percent	Cumulative Percent
DK	2	22.2	22.2
Have not had any quit.	1	11.1	33.3
Job was not what they thought it would be.	1	11.1	44.4
Lack of job availability on a project.	1	11.1	55.6
Lack of "stick-to-it-ness," not willing to work hard.	1	11.1	66.7
Not wanting to work. Personality conflicts.	1	11.1	77.8
Travel.	1	11.1	88.9
Work is too hard. Does not want to travel.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

When asked about the best way to retain trainees, contractors most often mentioned keeping trainees busy, spending time communicating with them, and paying trainees scale (see Table 14 below).

**Table 14: What is the best way to keep OJT trainees actively participating in the program until completion?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Communication.	1	11.1	11.1
Full pay.	1	11.1	22.2
Good attitude.	1	11.1	33.3
Keep them busy, treat them fairly, talk with them.	1	11.1	44.4
Keeping trainees interested and looking toward the future.	1	11.1	55.6
Lots of prescreening makes sure they what they are getting into.	1	11.1	66.7
The long term benefits of staying.	1	11.1	77.8
Treat trainee with respect. Show them how it is done, do not abandon them.	1	11.1	88.9
We pay at scale, not below scale.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

Contractors said the best indicator that a trainee will successfully complete the program is demonstrated work ethic or desire to do the job (see Table 15 below).

**Table 15: In your experience, what characteristic of OJT trainees is the best indicator that they will be successful in the program?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Coming to work willing to work.	1	11.1	11.1
Desire.	1	11.1	22.2
How much training the person asks for.	1	11.1	33.3
No comment.	1	11.1	44.4
Something that indicates they are a hard worker.	1	11.1	55.6
The ability to listen and take advice and constructive criticism.	1	11.1	66.7
Trainee shows up and is enthusiastic in the morning.	1	11.1	77.8
Work ethic, willingness to travel, basic life skills.	1	11.1	88.9
Work ethic.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

### **Contractor Perceptions about EEO Topics**

Contractors were also asked about their perceptions regarding the impact of various personal characteristics on OJT training. These characteristics included:

- Race,
- American Indian culture,
- Gender,
- Religion,
- Age,
- Skin color,
- National origin, and
- Handicaps.

All contractors interviewed said that race, religion, skin color, and national origin had no impact on OJT training. Contractors’ perceptions about the impact of American Indian culture, gender, age, and handicaps on training will be presented.

About one-third of contractors associated unwillingness to travel, alcoholism, and low work ethic with impacts of American Indian culture on OJT training (see Table 16 below).

**Table 16: Is there anything about American Indian culture that helps or hurts an OJT trainee? What might that be?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
DK	1	11.1	11.1
Greater alcoholism, unwillingness to leave home.	1	11.1	22.2
No.	5	55.6	77.8
They do not want to travel; they want the job to come to them.	1	11.1	88.9
They may not be as needing of the job. We have messed up their work ethic and made it easy for them to sit home.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

One-third of contractors mentioned women being more subject to family issues, needing more time off, and being less physically strong as impacts of gender on OJT training (see Table 17 below).

**Table 17: What about gender? Does gender have any impact on training an OJT person? What might that be?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
It is more difficult for females to leave family to travel with the company.	1	11.1	11.1
No.	5	55.6	66.7
Program designed for women and minorities.	1	11.1	77.8
Women are more likely to need time off especially if they have other responsibilities.	1	11.1	88.9
Women are not as physically strong.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

About one-fifth of contractors said whether or not a trainee handicap had an impact on OJT training would depend on the specific circumstance and whether it limited the trainee’s ability to do the job (see Table 18 below). Another 22.2% said they had no experience with handicapped trainees. The remainder said a handicap would have no effect on OJT training.

**Table 18: What about handicaps? Do handicaps have any impact on training an OJT person? What might that be?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Depends on what the handicap is.	1	11.1	11.1
If something prevents them from doing the job.	1	11.1	22.2
No.	5	55.6	77.8
No experience with handicapped trainees.	1	11.1	88.9
They could but have not run into it.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

Just over one in ten (11.1%) contractors said that age may affect the ability of a trainee to do the physical labor required of a laborer. The remainder said age would have no impact on OJT.

Over three-fourth of contractors (77.8%) said their OJT trainers do not adjust their training methods based on differences in trainee race, gender, or handicap condition (see Figure 5 below). Only 11.1% of contractors said that their trainers do adjust training methods. Another 11.1% weren't sure.

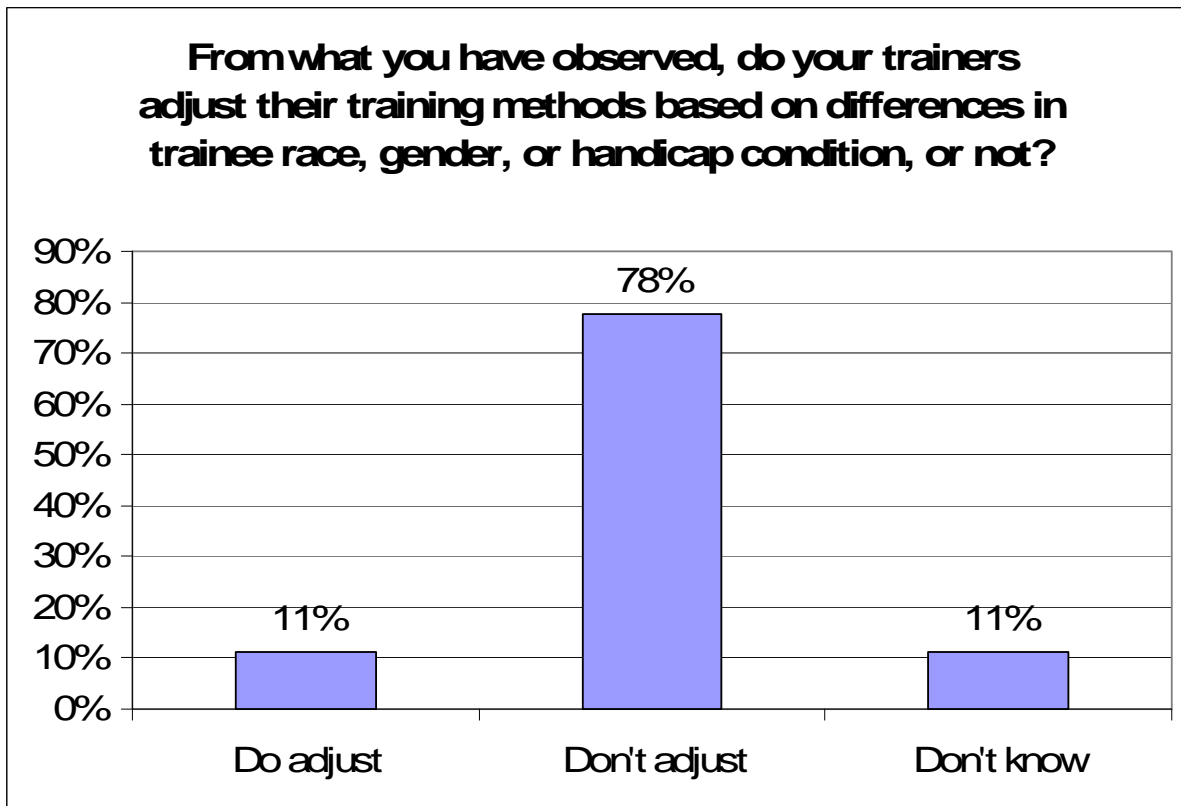


Figure 5: Adjusting Training for Trainee Differences

The one adjustment mentioned by the contractors interviewed was cleaning up language and tone of voice based on the gender of the trainee (see Table 19 below). Several mentioned the perception that such adjustments may be illegal or discriminatory.

**Table 19: Why or why not? (Adjust training for different trainees)**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
All training is the same.	1	11.1	11.1
Do not have to do anything different.	1	11.1	22.2
Do not think we have had a handicapped employee.	1	11.1	33.3
It is illegal.	1	11.1	44.4
Never been an issue.	1	11.1	55.6
No discrimination.	1	11.1	66.7
Success depends on whether trainee wants to be trained.	1	11.1	77.8
They clean up language and tone for gender of trainee.	1	11.1	88.9
Trainers adjust to ability of trainee to learn.	1	11.1	100.0
<b>Total</b>	<b>9</b>	<b>100.0</b>	

## MDT STAFF SURVEY

### Overall Impressions of the OJT Program

Two-thirds of MDT staff (66.7%) rated the overall quality of the OJT program as good, while one-third (33.3%) rated it fair (see Table 20 below). When asked why they chose that rating, MDT staff who gave a positive rating mentioned the fact that they have observed progress made by trainees. Staff who gave a negative rating said contractors just meet minimum training requirements or the quality varies widely among contractors.

**Table 20: Thinking now about your overall experience with the on the job training would you say that the overall quality of the program is?**

Responses	Frequency	Percent	Cumulative Percent
Fair	2	33.3	33.3
Good	4	66.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

A large majority of MDT staff (83.3%) said that they would hire an OJT graduate as an entry-level MDT Engineering Aide (see Table 21 below). Only 16.7% said they were not sure. Those who said they would hire an OJT graduate cite the good training they received as the primary reason for hiring the graduate.

**Table 21: Based on your experience, would you hire an OJT trainee who has completed the program with average or better scores for an entry-level MDT Engineering Aide position, or not?**

Responses	Frequency	Percent	Cumulative Percent
Would hire.	5	83.3	83.3
DK	1	16.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

Just over eight in ten MDT staff interviewed (83.3%) said that they believe OJT graduates have received enough training to get a job in their chosen classification after program completion (see Table 22 below). 16.7% said they did not know. As justification for their response, MDT staff mentioned that many OJT graduates have gone on to have construction careers and that the training is quite specific to a classification.

**Table 22: Do you think that OJT trainees receive enough training in the program to get a job in their training classification after program completion?**

Responses	Frequency	Percent	Cumulative Percent
Trainees do receive enough training to get a job.	5	83.3	83.3
DK	1	16.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

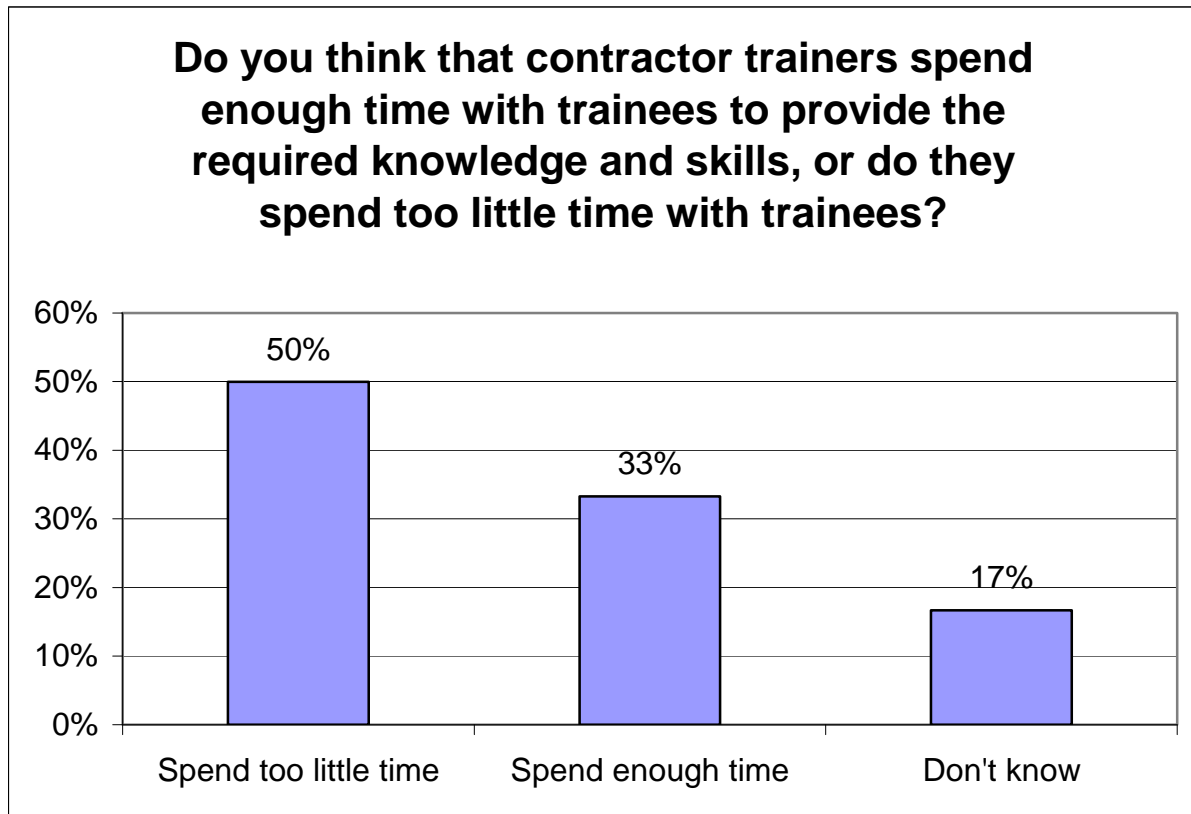
When asked to make an overall suggestion that might make the OJT program better, MDT staff mentioned the need for more MDT interaction with trainees (see Table 23 below). MDT staff also suggested hiring an OJT program coordinator to improve coordination with contractors and make more on-site visits. One MDT staff person said that he or she did not feel the program was necessary. He believed that giving contractors the ability to make more probationary hires would serve the same purpose.

**Table 23: Overall, what would you suggest MDT do to make the OJT program better?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
No answer	1	16.7	16.7
DK	2	33.3	50.0
For us, we don't feel we need it. I would like to see more probationary hires. The program could be expanded for contractors.	1	16.7	66.7
MDT needs more interaction with the trainee to see if they feel they are getting trained.	1	16.7	83.3
There should be an overall training coordinator not just someone who has lots of other duties. MDT should have someone do more coordinating and spot corrections.	1	16.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

## Perceptions about the Contractor’s Role in OJT

Half of MDT staff (50.0%) said that contractors do not spend enough time with trainees to provide the required knowledge and skills (see Figure 6 below). One-third (33.3%) said that contractors do spend enough time. 16.7% said they did not know.



**Figure 6: MDT Staff Perception of Trainer Time Spent with Trainees**

All of MDT staff interviewed (100%) said that trainers do follow the training plans submitted.

A majority of MDT staff said that trainers do not adapt their training plans to the gender, race, or handicap of the trainee (see Table 24 below). 33.3% said trainers do adapt their training plans. 16.7% said they did not know.

**Table 24: Do contractors adapt their training to the gender, race, or handicap of the trainee, or not?**

Responses	Frequency	Percent	Cumulative Percent
Trainers do adapt their training.	2	33.3	33.3
Trainers do not adapt their training.	3	50.0	83.3
DK	1	16.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

Two-thirds of MDT staff said that contractors very often submit required reports late, while one-third said they submit them on time (see Table 25 below).

**Table 25: Do you find that contractors usually submit training reports on time, or that they are very often late?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Contractors submit reports on time usually.	2	33.3	33.3
Contractors very often submit reports late.	4	66.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

Nearly all of the MDT staff interviewed said that trainees are usually placed in their training slot before training work begins, and that training plans are usually in place before training begins. Only 16.7% of staff mentioned that they were not sure about whether or not trainees were usually placed in a training slot before the start of training. All MDT staff interviewed (100%) said the frequency of trainees experiencing problems being paid the correct wage was essentially zero.

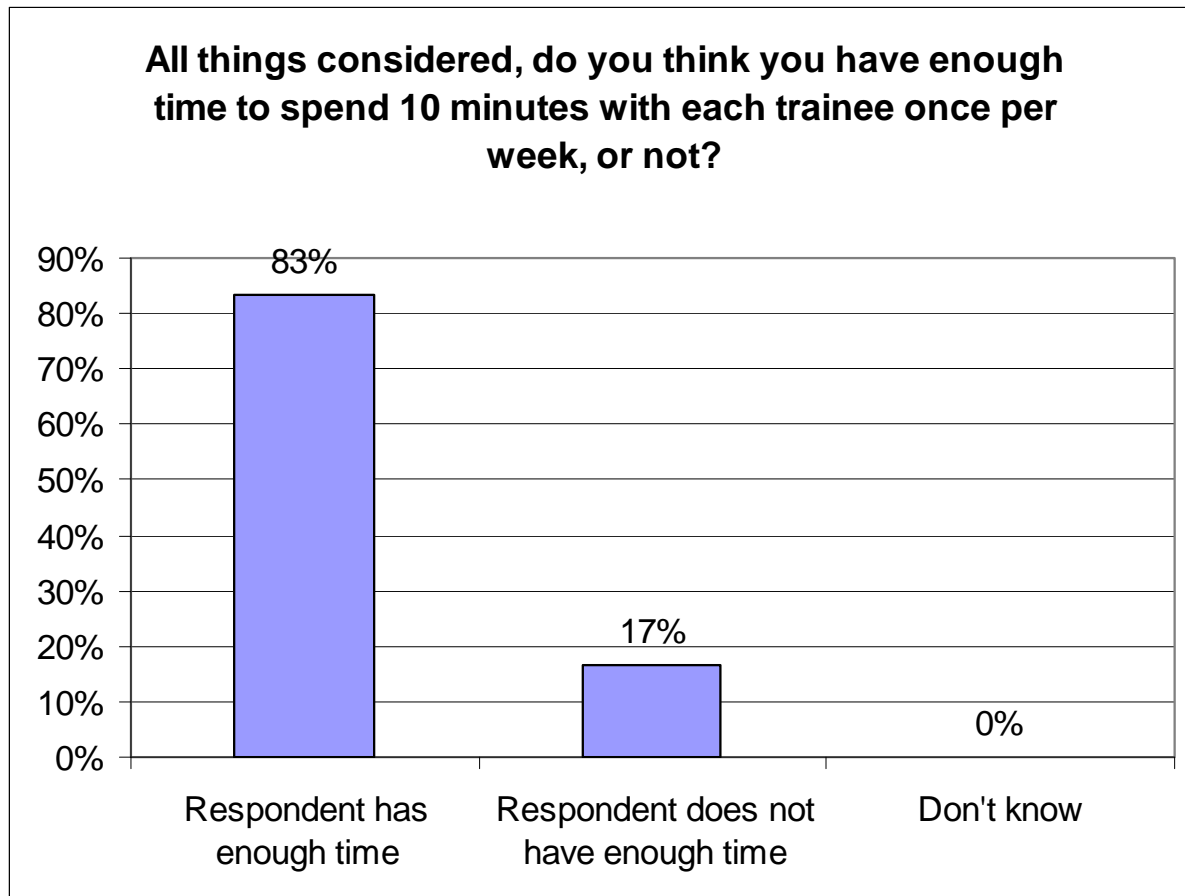
## Perceptions about the MDT Staff Roll in OJT

Two-thirds of MDT staff (66.7%) said that it was not realistic to monitor and log twice daily OJT training (see Table 26 below). One-third (33.3%) said that they were usually able to do it.

**Table 26: Would you say that you are usually able to monitor and log twice daily the OJT training or is this just not realistic?**

Responses	Frequency	Percent	Cumulative Percent
Respondent is usually able to log training.	2	33.3	33.3
Respondent says this is not realistic.	4	66.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

Eight in every ten MDT staff (83.3%) said that they have enough time to spend 10 minutes with each trainee once per week (see Figure 7 below). Only 16.7% said that they do not have enough time.



**Figure 7: MDT Staff Time to Spend with Trainees**

All MDT staff interviewed (100%) said that they were not able to be present when training plans are presented to employees. Similarly, all MDT staff (100%) said that they do not consider themselves to be recruiters for actual MDT jobs.

One-third of MDT staff (33.3%) said that they themselves enforce the provision that the contractor provide the trainee with a certification of the length and type of training received (see Table 27 below). Those who do personally enforce the provision mentioned monitoring contractor correspondence and observing monthly pay. The remainder of MDT staff believed that enough checks were in place within other areas of MDT to enforce the provision.

**Table 27: How do you, yourself enforce the provision that the contractor provide the trainee with a certification of the length and type of training received?**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
No answer.	1	16.7	16.7
Enough checks are in place now.	1	16.7	33.3
I don't participate in that at all.	1	16.7	50.0
It is a bid item, usually over the minimum because of the leverage we have.	1	16.7	66.7
Monitor all of the correspondence the contractor generates for the program and it is a pay item to reimburse the contractor.	1	16.7	83.3
Monitor and observe pay monthly.	1	16.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

## Trainee Retention

MDT staff was asked to report the frequency of trainees leaving the OJT program early due to perceived racial or gender discrimination against the trainee. 83.3% of MDT staff said they were not aware of any instance of a trainee leaving because of racial discrimination, while 16.7% said they weren't sure (see Table 28 below).

**Table 28: In your experience, how often if at all has racial bias caused a trainee to terminate from the program before completion?**

Responses	Frequency	Percent	Cumulative Percent
Never	5	83.3	83.3
DK	1	16.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

When asked about attrition caused by gender discrimination 16.7% of MDT staff said that, in their opinion, 20% of females left the OJT program early because of gender discrimination (see Table 29). Two-thirds of MDT staff (66.7%) said they had never experienced an instance of trainee attrition due to gender discrimination. 16.7% said they were not sure.

**Table 29: In your experience, how often if at all has gender bias caused a trainee to terminate from the program before completion (in percentage of incidents)?**

Responses	Frequency	Percent	Cumulative Percent
0%	4	66.7	66.7
20%	1	16.7	83.3
DK	1	16.7	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

## OTHER STATE DOT EMPLOYEE KEY INFORMANT INTERVIEWS

### Overall Impressions of their State's OJT Program

Of the state DOT employees interviewed, most viewed the overall quality of their state's program favorably. One rated their program excellent, two rated their programs good, one rated their program as fair, and one said that they did not collect enough information to provide a judgment. The reasons offered by the DOT staff for their judgment were interesting (see Table 30 below). Oregon cited a good OJT placement rate. A second, Washington, cited several innovative aspects of their program management. Idaho mentioned that their state had only recently strengthened contractor training standards, resulting in a recent improvement in training quality.

**Table 30: Why do you say that? (Reason given for overall program quality rating)**

Responses		Frequency	Percent	Cumulative Percent
Alaska	No response	1	20.0	20.0
Idaho	Standards for contractor training were weak, only recently strengthened.	1	20.0	80.0
North Dakota	We always need improvement, limited pool of trainees.	1	20.0	100.0
Oregon	Program has good success getting placements for OJT.	1	20.0	40.0
Washington	Program holds construction day recruiting activities, has a good relationship with Department of Labor and Industry (DLI), runs recruiting workshops with mandatory contractor attendance	1	20.0	60.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

Three of five DOT staff interviewed (North Dakota, Oregon, Idaho) reported that trainee satisfaction with their state's OJT program is good, while one (Washington) gave trainee satisfaction a fair rating, and Alaska said that their state did not gather this information (see Table 31 below).

**Table 31: Based on what you know would you rate your state's level of trainee satisfaction as?**

Responses	Frequency	Percent	Cumulative Percent
Fair	1	20.0	20.0
Good	3	60.0	80.0
DK	1	20.0	100.0
<b>Total</b>	<b>5</b>	<b>100.0</b>	

Only one DOT staffer reported that they collected information on what percentage of trainees would recommend their state's OJT program to others. North Dakota reported that about 80% of their trainees would recommend the program to others. This is based on an on-site survey conducted by a contractor. This total is slightly lower than the 94% recommendation rate reported by Montana trainees.

Four of five DOT staff said that they and their state's contractors do not consider 500 training hours sufficient to be considered a journeyman in a trainee's job classification (see Figure 8 below). One state, North Dakota, disagreed and pointed out that much depends on the quality of the training program.

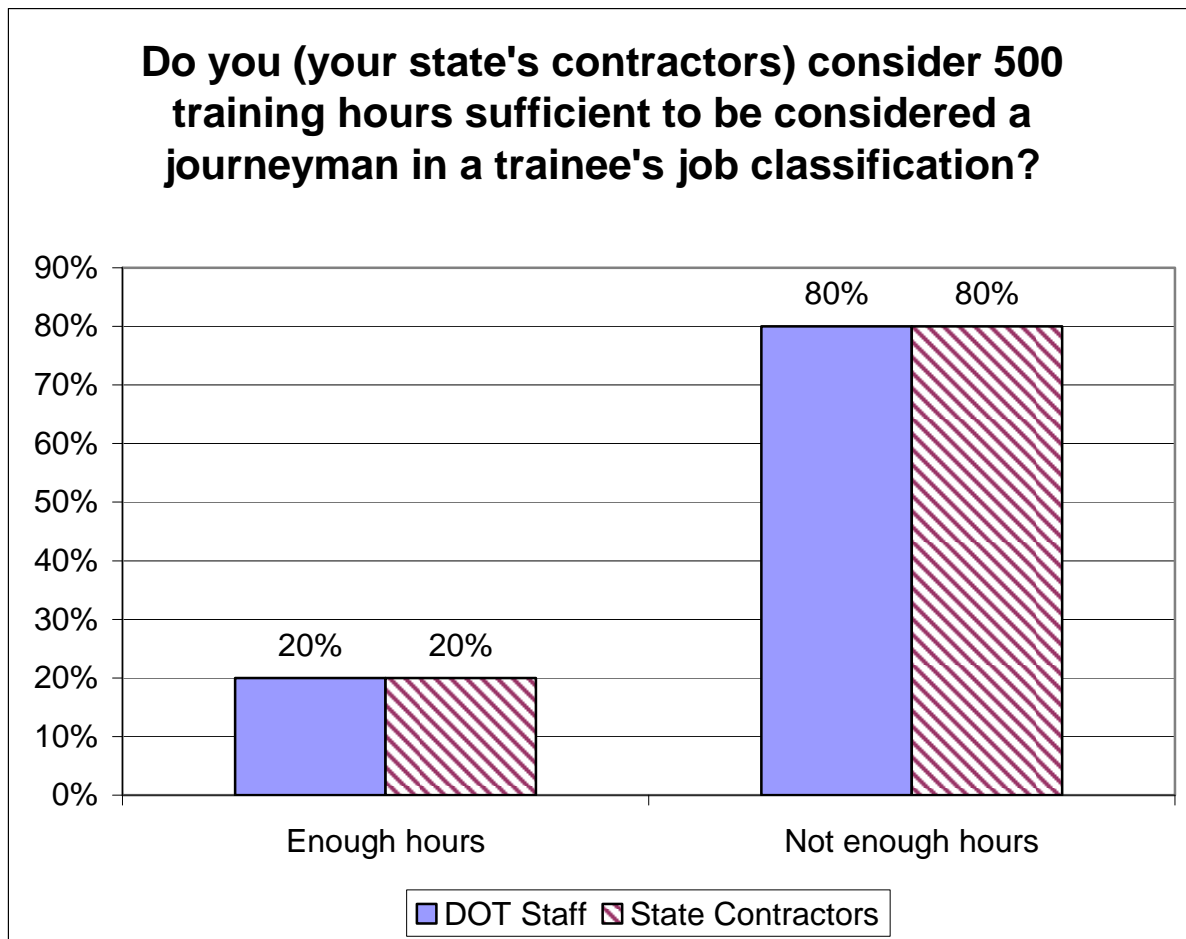


Figure 8: Other State OJT Staff on Attaining Journeyman Status

When asked about state OJT models that were noteworthy, three suggestions were made. Washington suggested examining the Minnesota model but offered few specifics. North Dakota mentioned the Arizona model, citing its size and innovative work with American Indian trainees. Idaho cited an aspect of construction job training in their state that they think is a good model. A model for construction training in Idaho has been established by a non-profit organization established by the state's contractors. DOT staff pointed out that this model results in very high quality training. However, because trainees pay for their training in this system recruiting for training slots is difficult.

The DOT staff interviewed all offered insightful suggestion for key aspects of a successful OJT program. Their suggestions are summarized in Table 32 below.

**Table 32: If you were going to construct an ideal OJT training model what key elements would you include?**

Responses		Frequency	Percent	Cumulative Percent
Alaska	Program needs buy-in from contractors, needs good recruiting.	1	20.0	80.0
Idaho	Develop good training standards for contractors.	1	20.0	20.0
North Dakota	Keep using face-to-face visits with trainees. Trainees will tell contractors things that they won't tell DOT.	1	20.0	60.0
Oregon	Incorporate some classroom as well as hands on.	1	20.0	40.0
Washington	Program needs enough staff to do retention follow-ups, add remedial math.	1	20.0	100.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

## Selected OJT Program Characteristics

Washington was the only state interviewed in which contractors develop OJT training plans and then regional DOT engineers approve those plans. The remaining states reported using various combinations of state-sponsored OJT training plans with options for contractors to have input or develop plans subject to state standards. Idaho uses federally approved plans or they allow contractors to develop their own plans subject to Idaho training standards. North Dakota provides contractors with training plans but will allow contractors to develop their own plans subject to state approval. Oregon provides four standard plans, but allows contractors to develop their own plans subject to state approval. Oregon strongly encourages use of the state-sponsored plans. Alaska uses training plans approved by the U.S. Department of Labor, but allows contractors to develop their own plans subject to state approval. In Montana, contractors develop plans while regional MDT engineers and MDT headquarters staff approve the plans.

The states interviewed train between 30 and 125 people per year in their OJT programs. The distribution by state is found in Table 33 below.

**Table 33: On average, about how many trainees does your state train per year?**

Responses		Frequency
North Dakota	30	1
<b>Montana</b>	<b>40</b>	<b>1</b>
Idaho	45	1
Oregon	77	1
Washington	125	1
Alaska	DK	1
<b>Total</b>		<b>6</b>

Four of the DOT staff interviewed said that their state allocates trainee slots to contractors project by project (see Figure 9 below). Montana also allocates trainee slots project by project. One state, North Dakota, allocates trainee slots to contractors by allocating the most slots to the contractor from the previous year with the largest dollar amount of contracts with the state; contractors with lower contracted dollar amounts receive fewer trainee slots.

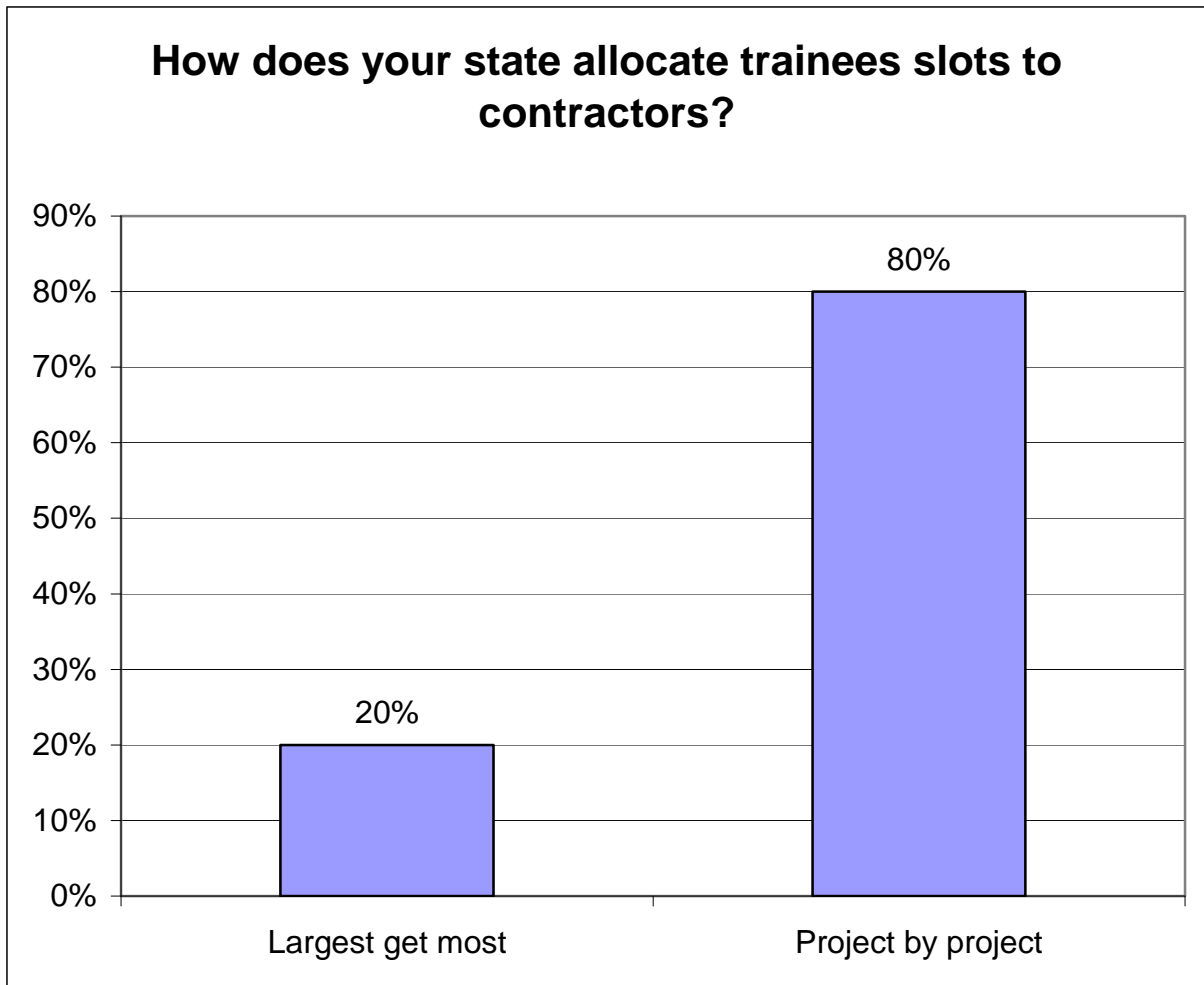


Figure 9: Allocating Training Slots to Contractors

Four of the five states interviewed provided insight into whether and, if so, how their state has field staff assure that training is conducted to standard (see Table 34 below). In Montana, MDT headquarters and field staff monitor the development of training plans and observe the number of training hours reported for each trainee. Of interest in these DOT staff observations is that only one expressed confidence in the frequency of field staff visits to trainees. This state, North Dakota, actually uses a contractor to make these visits as opposed to state employees. The remaining state DOT staff all expressed some reservation about the frequency or effectiveness of state field staff supervision.

**Table 34: What role does your field staff play in assuring training is conducted as described in the training plan or contract?**

Responses		Frequency	Percent	Cumulative Percent
Alaska	Contracts staff reviews certified payroll, Respondent does not know about on-site visits.	1	20.0	80.0
Idaho	Project field inspectors oversee training but are not always able to do so.	1	20.0	100.0
North Dakota	A consultant does on-site visits three times during training.	1	20.0	60.0
Oregon	Not sure.	1	20.0	20.0
Washington	5 civil rights staff make contact after contract let but don't observe training, project engineers may.	1	20.0	40.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

Only one state DOT staffer (North Dakota) said that their state has a formal assessment program for their OJT program this program (see Table 35 below). The North Dakota assessment program includes three on-site visits by a contractor and a trainee feedback questionnaire administered by the contractor on site. Montana has started a formal assessment program through this project. The remaining programs gather administrative data like placement numbers and payroll data but do not engage in additional assessment.

**Table 35: How does your state assess the effectiveness of the OJT program?**

Responses		Frequency	Percent	Cumulative Percent
Alaska	No assessment.	1	20.0	40.0
Idaho	No assessment.	1	20.0	80.0
North Dakota	Discussion with consultant, on-site questionnaires.	1	20.0	20.0
Oregon	State just started a pilot project that is testing new procedures.	1	20.0	100.0
Washington	On-site, ad-hoc trainee interviews.	1	20.0	60.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

None of the DOT staff interviewed reported that their state sets aside a specific percentage of federal highway funds for OJT. Montana does not set aside a specific percentage of federal highway funds either. Instead, MDT staff recommends a funding level which has historically been funded by MDT. Inquiry about this topic provided the DOT staff an opportunity to chuckle at the naiveté of the question. Two state legislatures (North Dakota and Washington) set aside a specific dollar amount each legislative session for OJT. Alaska requires that 15% of wages per contract be spent on training slots if the dollar amount of the contract exceeds a set limit. The Idaho DOT staff said that his or her state sets aside no money for OJT. Oregon does set aside money for OJT by the staff person was not sure of the amount or proportion.

North Dakota, Washington, and Oregon all fix the amount the set aside by law or state policy. Idaho does not and Alaska lies in between this position (see Table 36 below).

**Table 36: Is this amount fixed by law or agency policy?**

Responses		Frequency	Percent	Cumulative Percent
Oregon, North Dakota, Washington	Yes	3	60.0	60.0
Idaho	No	1	20.0	80.0
Alaska	DK	1	20.0	100.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

Three of the interviewed states set a minimum bid amount for OJT training, and two do not. Table 37 below presents this distribution.

**Table 37: Does your state set a minimum contractor bid amount for OJT training?**

Responses		Frequency	Percent	Cumulative Percent
North Dakota, Washington, Idaho	Yes	3	60.0	60.0
Alaska, Oregon	No	2	40.0	100.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

Washington uses an OJT Support Services Coordinator to actively recruit OJT participants. The techniques he or she uses include:

- Coordinating “Construction Day” activities,
- Running recruiting workshops for contractors,
- Requiring contractors to attend recruiting events, and
- Maintaining a good relationship with the apprenticeship community and state Department of Labor.

The remaining states do not use state staff to recruit OJT participants.

Two of five state DOT staff (Alaska, North Dakota) report that their state certifies successful OJT trainees. Contractors certify successful trainees in Montana. The certification process for each state is summarized in Table 38 below:

**Table 38: How, if at all, does your state certify successful OJT trainees?**

Responses		Frequency	Percent	Cumulative Percent
Alaska	State Department of Labor certifies apprentices, for other program DOT sends a certificate upon completion.	1	20.0	40.0
Idaho	The prime contractor is supposed to supply certificates to DOT but they never do.	1	20.0	80.0
North Dakota	State sends out a certificate and laminated wallet card.	1	20.0	60.0
Oregon	The state does not certify trainees, contractors can.	1	20.0	100.0
Washington	Program monitored by Department of Labor and Industry (DLI).	1	20.0	20.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

## Trainee Retention

Three of the five DOT staff interviewed reported an estimate of their state's annual OJT trainee dropout rate (see Figure 10 below). Alaska and Oregon did not have the dropout rates available. The rates found range quite widely, from 20% to 80%. Montana's dropout rate was lower (20%) than the other states studies.

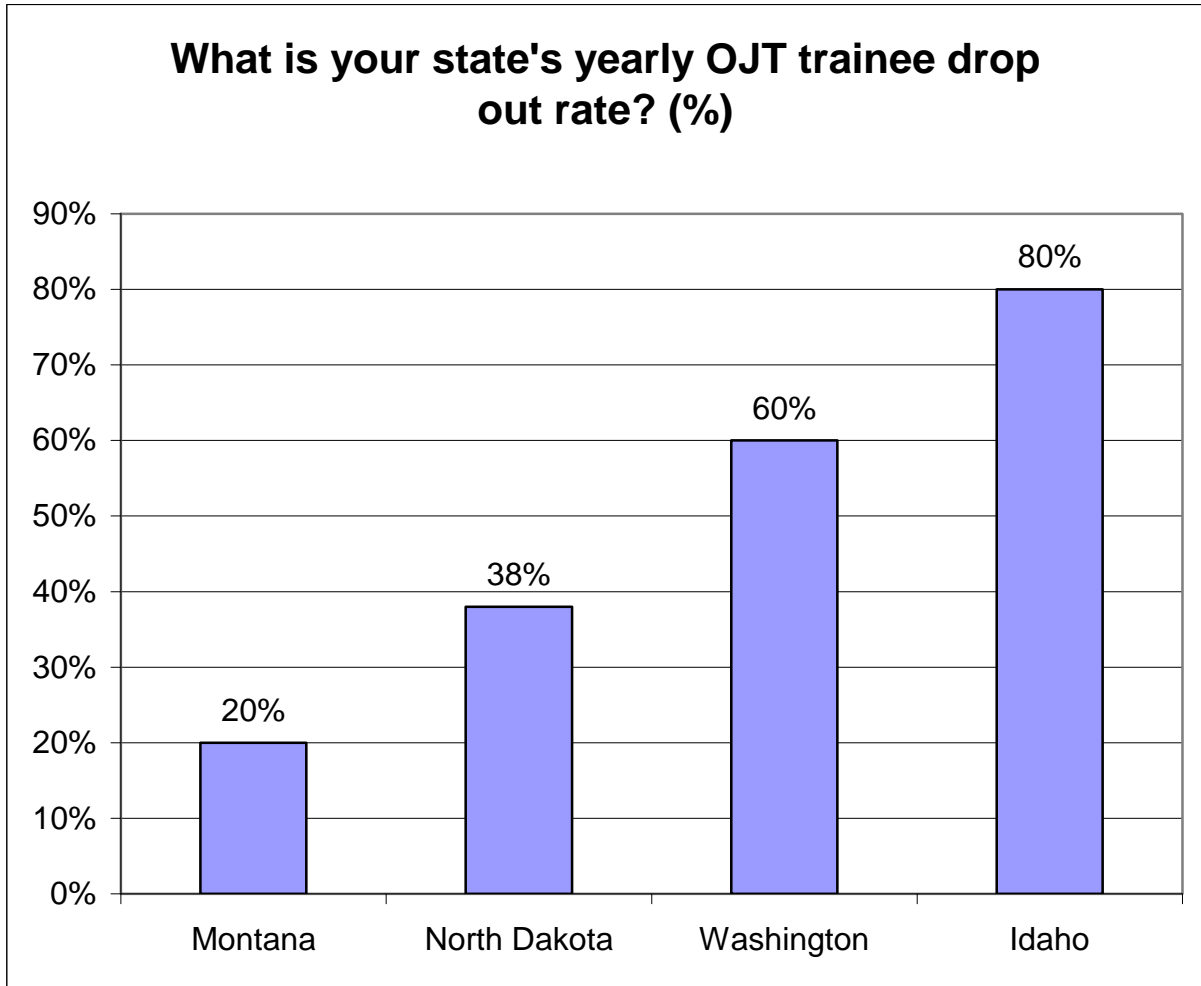


Figure 10: Trainee Dropout Rate by State

All five DOT staff offered observations on the main reason OJT trainees stay in the program until completion. These observations differ widely and are summarized in Table 39 below.

**Table 39: What is the main reason your trainees stay in the program until completion?**

Responses		Frequency	Percent	Cumulative Percent
Alaska	DK, individual program responsibility.	1	20.0	20.0
Idaho	They feel like they are advancing and they want to work in construction.	1	20.0	40.0
North Dakota	They like the contractor they are working for.	1	20.0	60.0
Oregon	No research on subject.	1	20.0	80.0
Washington	Those that stay in touch with program staff stay.	1	20.0	100.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

Two of the five DOT staff, Idaho and Oregon, said that trainee attrition is most often a result of the trainee having unrealistic expectations about a career in construction (see Table 40 below). Other DOT staff cited family commitments (North Dakota) and workplace discrimination (Washington).

**Table 40: What is the main reason your trainees leave the program before completion?**

Responses		Frequency	Percent	Cumulative Percent
Alaska	DK, individual program responsibility.	1	20.0	20.0
Idaho	The job is not what they thought it would be.	1	20.0	40.0
North Dakota	Family commitments.	1	20.0	60.0
Oregon	The trainee didn't know what the job would be like.	1	20.0	80.0
Washington	Problems on the job site, discrimination.	1	20.0	100.0
<b>Total</b>		<b>5</b>	<b>100.0</b>	

## REFERENCES

Groves, Robert M, Floyd J. Fowler, Mick P. Couper, James M Lepkowski, Eleanor Singer, and Roger Tourangeau. Survey Methodology (Hoboken, NJ: John Wiley & Sons, 2004) pp. 184-187.



## **APPENDIX A: DETAILED RESULTS OF ALL SURVEYS**

## TRAINEE SURVEY RESULTS WITH CROSSTABLATIONS

		Thinking now about your overall experience in the on the job training program, would you say that the quality of the training you have received (so far) was?				
		Poor	Fair	Good	Excellent	Total
		Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	6.1%	12.2%	44.9%	36.7%	49
	Male	6.1%	9.1%	45.5%	39.4%	33
	Female	6.3%	18.8%	43.8%	31.3%	16
Age	18 - 30	5.6%	11.1%	38.9%	44.4%	18
	31 - 40	.0%	30.0%	30.0%	40.0%	10
	41 - 54	11.1%	5.6%	50.0%	33.3%	18
Race of respondent	White	7.7%	7.7%	53.8%	30.8%	13
	American Indian	5.7%	14.3%	40.0%	40.0%	35
Education attainment	Less than HS <sup>b</sup>	5.0%	15.0%	45.0%	35.0%	40
	HS, GED <sup>c</sup> , or more	12.5%	.0%	37.5%	50.0%	8
2005 HH income <sup>a</sup>	Less than 20K <sup>d</sup>	6.7%	20.0%	33.3%	40.0%	15
	20k - 34k	5.9%	11.8%	52.9%	29.4%	17
	35k +	7.1%	.0%	42.9%	50.0%	14
Disability	Yes	.0%	25.0%	50.0%	25.0%	8
	No	7.3%	9.8%	43.9%	39.0%	41
Training status	Doing something else	.0%	.0%	100.0%	.0%	4
	Recently completed	6.5%	9.7%	48.4%	35.5%	31
	Currently participating	7.7%	23.1%	23.1%	46.2%	13
Inappropriate treatment report	Yes	16.7%	16.7%	33.3%	33.3%	6
	No	4.7%	11.6%	46.5%	37.2%	43
Training position	Carpenter	.0%	50.0%	50.0%	.0%	2
	Laborer	.0%	.0%	40.0%	60.0%	10
	Heavy equip operator	12.5%	6.3%	62.5%	18.8%	16
	Truck driver	.0%	40.0%	30.0%	30.0%	10
	Cement mason	.0%	.0%	50.0%	50.0%	2
	Mechanic	.0%	.0%	50.0%	50.0%	2
	Equip operator/ truck driver	.0%	.0%	40.0%	60.0%	5
	Laborer/ equip operator	50.0%	.0%	.0%	50.0%	2
Worked on Highway 93	Yes	9.5%	19.0%	28.6%	42.9%	21
	No	3.6%	7.1%	57.1%	32.1%	28

<sup>a</sup> HH = household; <sup>b</sup> HS = High school diploma; <sup>c</sup> GED = General Education Diploma; <sup>d</sup> K = (000)

		Thinking now about your overall experience in the on the job training program, would you say that the quality of the training you have received (so far) was?				
		Poor	Fair	Good	Excellent	Total
		Row N %	Row N %	Row N %	Row N %	Count
Company	Total	6.1%	12.2%	44.9%	36.7%	49
	COP	.0%	.0%	100.0%	.0%	1
	Deatley	.0%	40.0%	40.0%	20.0%	5
	EH Oftedal	33.3%	.0%	66.7%	.0%	3
	Empire S & G	.0%	100.0%	.0%	.0%	1
	FRANZ	.0%	.0%	100.0%	.0%	1
	Frontier West	.0%	.0%	50.0%	50.0%	2
	Frost	.0%	.0%	100.0%	.0%	1
	Gilman	.0%	.0%	50.0%	50.0%	2
	JTL Group Inc	.0%	.0%	.0%	.0%	0
	MK Weeden	.0%	.0%	100.0%	.0%	1
	Morgan-Oswood	.0%	.0%	100.0%	.0%	1
	Nelcon	.0%	.0%	100.0%	.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	2
	Riverside	14.3%	7.1%	35.7%	42.9%	14
	Schellinger	.0%	16.7%	.0%	83.3%	6
	SK	.0%	33.3%	66.7%	.0%	3
	T & T	.0%	.0%	100.0%	.0%	1
	Wes Mun	.0%	.0%	.0%	100.0%	1
	Wickens	.0%	.0%	50.0%	50.0%	2

		Would you recommend the Montana Department of Transportation on the job training program to others seeking a job in the construction industry, or not?			
		Not recommend	Recommend	DK	Total
		Row N %	Row N %	Row N %	Count
Sex	Total	2.0%	94.0%	4.0%	50
	Male	2.9%	94.1%	2.9%	34
	Female	.0%	93.8%	6.3%	16
Age	18 - 30	.0%	88.9%	11.1%	18
	31 - 40	.0%	100.0%	.0%	11
	41 - 54	5.6%	94.4%	.0%	18
Race of respondent	White	.0%	92.3%	7.7%	13
	American Indian	2.8%	94.4%	2.8%	36
Education attainment	Less than HS	2.4%	95.1%	2.4%	41
	HS, GED, or more	.0%	87.5%	12.5%	8
2005 HH income	Less than 20K	6.7%	93.3%	.0%	15
	20k - 34k	.0%	100.0%	.0%	17
	35k +	.0%	93.3%	6.7%	15
Disability	Yes	.0%	100.0%	.0%	8
	No	2.4%	92.9%	4.8%	42
Training status	Doing something else	.0%	100.0%	.0%	4
	Recently completed	.0%	93.8%	6.3%	32
	Currently participating	7.7%	92.3%	.0%	13
Inappropriate treatment report	Yes	16.7%	66.7%	16.7%	6
	No	.0%	97.7%	2.3%	44
Training position	Carpenter	.0%	100.0%	.0%	2
	Laborer	.0%	100.0%	.0%	11
	Heavy equip operator	6.3%	87.5%	6.3%	16
	Truck driver	.0%	100.0%	.0%	10
	Cement mason	.0%	100.0%	.0%	2
	Mechanic	.0%	100.0%	.0%	2
	Equip operator/ truck driver	.0%	100.0%	.0%	5
	Laborer/ equip operator	.0%	50.0%	50.0%	2
Worked on Highway 93	Yes	4.8%	90.5%	4.8%	21
	No	.0%	96.6%	3.4%	29

		Would you recommend the Montana Department of Transportation on the job training program to others seeking a job in the construction industry, or not?			
		Not recommend	Recommend	DK	Total
		Row N %	Row N %	Row N %	Count
Company	Total	2.0%	94.0%	4.0%	50
	COP	.0%	100.0%	.0%	1
	Deatley	.0%	100.0%	.0%	5
	EH Oftedal	.0%	100.0%	.0%	3
	Empire S & G	.0%	.0%	100.0%	1
	FRANZ	.0%	100.0%	.0%	1
	Frontier West	.0%	100.0%	.0%	2
	Frost	.0%	100.0%	.0%	1
	Gilman	.0%	100.0%	.0%	2
	JTL Group Inc	.0%	100.0%	.0%	1
	MK Weeden	.0%	100.0%	.0%	1
	Morgan-Oswood	.0%	100.0%	.0%	1
	Nelcon	.0%	100.0%	.0%	2
	NAME MISSING	.0%	100.0%	.0%	2
	Riverside	7.1%	85.7%	7.1%	14
	Schellinger	.0%	100.0%	.0%	6
	SK	.0%	100.0%	.0%	3
	T & T	.0%	100.0%	.0%	1
	Wes Mun	.0%	100.0%	.0%	1
	Wickens	.0%	100.0%	.0%	2

		Did (has) the training you have received (so far) meet (met) the expectations you had before you started about preparing you for your career, or did the training fail to meet the expectations you had before the training started?			
		Training failed to meet expectations	Training met expectations	DK	Total
		Row N %	Row N %	Row N %	Count
Sex	Total	14.0%	78.0%	8.0%	50
	Male	14.7%	76.5%	8.8%	34
Age	Female	12.5%	81.3%	6.3%	16
	18 - 30	22.2%	72.2%	5.6%	18
	31 - 40	9.1%	72.7%	18.2%	11
Race of respondent	41 - 54	11.1%	83.3%	5.6%	18
	White	23.1%	69.2%	7.7%	13
	American Indian	11.1%	80.6%	8.3%	36
Education attainment	Less than HS	14.6%	75.6%	9.8%	41
	HS, GED, or more	12.5%	87.5%	.0%	8
2005 HH income	Less than 20K	6.7%	73.3%	20.0%	15
	20k - 34k	11.8%	82.4%	5.9%	17
	35k +	20.0%	80.0%	.0%	15
Disability	Yes	25.0%	75.0%	.0%	8
	No	11.9%	78.6%	9.5%	42
Training status	Doing something else	.0%	75.0%	25.0%	4
	Recently completed	15.6%	78.1%	6.3%	32
	Currently participating	15.4%	76.9%	7.7%	13
Inappropriate treatment report	Yes	33.3%	66.7%	.0%	6
	No	11.4%	79.5%	9.1%	44
Training position	Carpenter	.0%	50.0%	50.0%	2
	Laborer	9.1%	90.9%	.0%	11
	Heavy equip operator	18.8%	68.8%	12.5%	16
	Truck driver	10.0%	80.0%	10.0%	10
	Cement mason	.0%	100.0%	.0%	2
	Mechanic	.0%	100.0%	.0%	2
	Equip operator/ truck driver	20.0%	80.0%	.0%	5
	Laborer/ equip operator	50.0%	50.0%	.0%	2
Worked on Highway 93	Yes	14.3%	81.0%	4.8%	21
	No	13.8%	75.9%	10.3%	29

		Did (has) the training you have received (so far) meet (met) the expectations you had before you started about preparing you for your career, or did the training fail to meet the expectations you had before the training started?			
		Training failed to meet expectations	Training met expectations	DK	Total
		Row N %	Row N %	Row N %	Count
Company	Total	14.0%	78.0%	8.0%	50
	COP	.0%	100.0%	.0%	1
	Deatley	.0%	100.0%	.0%	5
	EH Oftedal	33.3%	66.7%	.0%	3
	Empire S & G	100.0%	.0%	.0%	1
	FRANZ	.0%	100.0%	.0%	1
	Frontier West	.0%	100.0%	.0%	2
	Frost	.0%	100.0%	.0%	1
	Gilman	50.0%	50.0%	.0%	2
	JTL Group Inc	100.0%	.0%	.0%	1
	MK Weeden	.0%	100.0%	.0%	1
	Morgan-Oswood	.0%	100.0%	.0%	1
	Nelcon	.0%	50.0%	50.0%	2
	NAME MISSING	.0%	100.0%	.0%	2
	Riverside	21.4%	71.4%	7.1%	14
	Schellinger	.0%	66.7%	33.3%	6
	SK	.0%	100.0%	.0%	3
	T & T	.0%	100.0%	.0%	1
	Wes Mun	.0%	100.0%	.0%	1
	Wickens	.0%	100.0%	.0%	2

		How organized is (was) the training that you have received?					Total
		Very disorganized	Somewhat disorganized	Somewhat organized	Very organized	DK	
		Row N %	Row N %	Row N %	Row N %	Row N %	
Sex	Total	4.0%	10.0%	32.0%	46.0%	8.0%	50
	Male	5.9%	11.8%	26.5%	47.1%	8.8%	34
	Female	.0%	6.3%	43.8%	43.8%	6.3%	16
Age	18 - 30	5.6%	5.6%	55.6%	27.8%	5.6%	18
	31 - 40	.0%	18.2%	18.2%	45.5%	18.2%	11
	41 - 54	5.6%	11.1%	22.2%	55.6%	5.6%	18
Race of respondent	White	.0%	.0%	61.5%	30.8%	7.7%	13
	American Indian	5.6%	13.9%	22.2%	50.0%	8.3%	36
Education attainment	Less than HS	2.4%	12.2%	29.3%	46.3%	9.8%	41
	HS, GED, or more	12.5%	.0%	50.0%	37.5%	.0%	8
2005 HH income	Less than 20K	6.7%	13.3%	33.3%	40.0%	6.7%	15
	20k - 34k	.0%	11.8%	35.3%	41.2%	11.8%	17
	35k +	6.7%	6.7%	20.0%	60.0%	6.7%	15
Disability	Yes	.0%	37.5%	50.0%	12.5%	.0%	8
	No	4.8%	4.8%	28.6%	52.4%	9.5%	42
Training status	Doing something else	.0%	25.0%	75.0%	.0%	.0%	4
	Recently completed	3.1%	9.4%	28.1%	50.0%	9.4%	32
	Currently participating	7.7%	7.7%	30.8%	46.2%	7.7%	13
Inappropriate treatment report	Yes	16.7%	.0%	66.7%	16.7%	.0%	6
	No	2.3%	11.4%	27.3%	50.0%	9.1%	44
Training position	Carpenter	.0%	50.0%	50.0%	.0%	.0%	2
	Laborer	.0%	9.1%	45.5%	36.4%	9.1%	11
	Heavy equip operator	6.3%	.0%	31.3%	50.0%	12.5%	16
	Truck driver	.0%	30.0%	20.0%	40.0%	10.0%	10
	Cement mason	.0%	.0%	.0%	100.0%	.0%	2
	Mechanic	.0%	.0%	50.0%	50.0%	.0%	2
	Equip operator/ truck driver	.0%	.0%	40.0%	60.0%	.0%	5
	Laborer/ equip operator	50.0%	.0%	.0%	50.0%	.0%	2
Worked on Highway 93	Yes	9.5%	14.3%	14.3%	57.1%	4.8%	21
	No	.0%	6.9%	44.8%	37.9%	10.3%	29

		How organized is (was) the training that you have received?					Total
		Very disorganized	Somewhat disorganized	Somewhat organized	Very organized	DK	
		Row N %	Row N %	Row N %	Row N %	Row N %	
Company	Total	4.0%	10.0%	32.0%	46.0%	8.0%	50
	COP	.0%	.0%	.0%	100.0%	.0%	1
	Deatley	.0%	40.0%	.0%	60.0%	.0%	5
	EH Oftedal	.0%	.0%	.0%	66.7%	33.3%	3
	Empire S & G	.0%	.0%	100.0%	.0%	.0%	1
	FRANZ	.0%	.0%	100.0%	.0%	.0%	1
	Frontier West	.0%	.0%	.0%	100.0%	.0%	2
	Frost	.0%	.0%	100.0%	.0%	.0%	1
	Gilman	.0%	.0%	50.0%	50.0%	.0%	2
	JTL Group Inc	.0%	100.0%	.0%	.0%	.0%	1
	MK Weeden	.0%	.0%	100.0%	.0%	.0%	1
	Morgan-Oswood	.0%	.0%	100.0%	.0%	.0%	1
	Nelcon	.0%	.0%	100.0%	.0%	.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	.0%	2
	Riverside	14.3%	7.1%	35.7%	35.7%	7.1%	14
	Schellinger	.0%	.0%	.0%	66.7%	33.3%	6
	SK	.0%	33.3%	33.3%	33.3%	.0%	3
	T & T	.0%	.0%	.0%	100.0%	.0%	1
	Wes Mun	.0%	.0%	100.0%	.0%	.0%	1
	Wickens	.0%	.0%	50.0%	50.0%	.0%	2

		How clear and understandable is (was) the instruction that you have received?				
		Very unclear	Somewhat unclear	Somewhat clear	Very clear	Total
		Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	4.0%	8.0%	20.0%	68.0%	50
	Male	2.9%	8.8%	20.6%	67.6%	34
	Female	6.3%	6.3%	18.8%	68.8%	16
Age	18 - 30	.0%	11.1%	16.7%	72.2%	18
	31 - 40	.0%	9.1%	27.3%	63.6%	11
	41 - 54	11.1%	5.6%	16.7%	66.7%	18
Race of respondent	White	7.7%	7.7%	23.1%	61.5%	13
	American Indian	2.8%	8.3%	19.4%	69.4%	36
Education attainment	Less than HS	4.9%	9.8%	19.5%	65.9%	41
	HS, GED, or more	.0%	.0%	25.0%	75.0%	8
2005 HH income	Less than 20K	6.7%	13.3%	20.0%	60.0%	15
	20k - 34k	5.9%	5.9%	17.6%	70.6%	17
	35k +	.0%	6.7%	13.3%	80.0%	15
Disability	Yes	.0%	37.5%	25.0%	37.5%	8
	No	4.8%	2.4%	19.0%	73.8%	42
Training status	Doing something else	.0%	25.0%	50.0%	25.0%	4
	Recently completed	3.1%	3.1%	15.6%	78.1%	32
	Currently participating	7.7%	15.4%	23.1%	53.8%	13
Inappropriate treatment report	Yes	16.7%	.0%	33.3%	50.0%	6
	No	2.3%	9.1%	18.2%	70.5%	44
Training position	Carpenter	.0%	.0%	50.0%	50.0%	2
	Laborer	.0%	.0%	9.1%	90.9%	11
	Heavy equip operator	12.5%	.0%	18.8%	68.8%	16
	Truck driver	.0%	30.0%	20.0%	50.0%	10
	Cement mason	.0%	.0%	50.0%	50.0%	2
	Mechanic	.0%	.0%	50.0%	50.0%	2
	Equip operator/ truck driver	.0%	20.0%	20.0%	60.0%	5
	Laborer/ equip operator	.0%	.0%	.0%	100.0%	2
Worked on Highway 93	Yes	4.8%	14.3%	9.5%	71.4%	21
	No	3.4%	3.4%	27.6%	65.5%	29

		How clear and understandable is (was) the instruction that you have received?				
		Very unclear	Somewhat unclear	Somewhat clear	Very clear	Total
		Row N %	Row N %	Row N %	Row N %	Count
Company	Total	4.0%	8.0%	20.0%	68.0%	50
	COP	.0%	.0%	100.0%	.0%	1
	Deatley	.0%	40.0%	20.0%	40.0%	5
	EH Oftedal	33.3%	.0%	.0%	66.7%	3
	Empire S & G	.0%	.0%	100.0%	.0%	1
	FRANZ	.0%	.0%	.0%	100.0%	1
	Frontier West	.0%	.0%	.0%	100.0%	2
	Frost	.0%	.0%	.0%	100.0%	1
	Gilman	.0%	50.0%	.0%	50.0%	2
	JTL Group Inc	.0%	.0%	100.0%	.0%	1
	MK Weeden	.0%	.0%	100.0%	.0%	1
	Morgan-Oswood	.0%	.0%	.0%	100.0%	1
	Nelcon	.0%	.0%	.0%	100.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	2
	Riverside	7.1%	7.1%	14.3%	71.4%	14
	Schellinger	.0%	.0%	16.7%	83.3%	6
	SK	.0%	.0%	33.3%	66.7%	3
	T & T	.0%	.0%	.0%	100.0%	1
	Wes Mun	.0%	.0%	.0%	100.0%	1
	Wickens	.0%	.0%	50.0%	50.0%	2

		How useful is (was) the written training material that you receive (received) as a part of your training?					
		Not at all useful	Not very useful	Somewhat useful	Very useful	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	22.4%	4.1%	22.4%	22.4%	28.6%	49
	Male	18.2%	3.0%	24.2%	24.2%	30.3%	33
	Female	31.3%	6.3%	18.8%	18.8%	25.0%	16
Age	18 - 30	33.3%	5.6%	33.3%	5.6%	22.2%	18
	31 - 40	27.3%	.0%	.0%	45.5%	27.3%	11
	41 - 54	11.1%	5.6%	27.8%	22.2%	33.3%	18
Race of respondent	White	30.8%	7.7%	15.4%	15.4%	30.8%	13
	American Indian	19.4%	2.8%	25.0%	25.0%	27.8%	36
Education attainment	Less than HS	24.4%	4.9%	22.0%	17.1%	31.7%	41
	HS, GED, or more	12.5%	.0%	25.0%	50.0%	12.5%	8
2005 HH income	Less than 20K	13.3%	.0%	40.0%	13.3%	33.3%	15
	20k - 34k	17.6%	5.9%	23.5%	11.8%	41.2%	17
	35k +	26.7%	6.7%	6.7%	46.7%	13.3%	15
Disability	Yes	12.5%	12.5%	12.5%	25.0%	37.5%	8
	No	24.4%	2.4%	24.4%	22.0%	26.8%	41
Training status	Doing something else	50.0%	.0%	.0%	.0%	50.0%	4
	Recently completed	25.8%	3.2%	22.6%	22.6%	25.8%	31
	Currently participating	7.7%	7.7%	30.8%	30.8%	23.1%	13
Inappropriate treatment report	Yes	50.0%	.0%	50.0%	.0%	.0%	6
	No	18.6%	4.7%	18.6%	25.6%	32.6%	43
Training position	Carpenter	50.0%	.0%	.0%	.0%	50.0%	2
	Laborer	27.3%	.0%	18.2%	36.4%	18.2%	11
	Heavy equip operator	18.8%	6.3%	37.5%	.0%	37.5%	16
	Truck driver	20.0%	.0%	.0%	30.0%	50.0%	10
	Cement mason	50.0%	.0%	.0%	50.0%	.0%	2
	Mechanic	.0%	.0%	50.0%	50.0%	.0%	2
	Equip operator/ truck driver	.0%	25.0%	50.0%	25.0%	.0%	4
	Laborer/ equip operator	50.0%	.0%	.0%	50.0%	.0%	2
Worked on Highway 93	Yes	14.3%	.0%	33.3%	23.8%	28.6%	21
	No	28.6%	7.1%	14.3%	21.4%	28.6%	28

		How useful is (was) the written training material that you receive (received) as a part of your training?					
		Not at all useful	Not very useful	Somewhat useful	Very useful	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Company	Total	22.4%	4.1%	22.4%	22.4%	28.6%	49
	COP	.0%	.0%	.0%	100.0%	.0%	1
	Deatley	20.0%	.0%	40.0%	20.0%	20.0%	5
	EH Oftedal	.0%	.0%	50.0%	.0%	50.0%	2
	Empire S & G	100.0%	.0%	.0%	.0%	.0%	1
	FRANZ	.0%	.0%	.0%	.0%	100.0%	1
	Frontier West	.0%	.0%	50.0%	50.0%	.0%	2
	Frost	100.0%	.0%	.0%	.0%	.0%	1
	Gilman	.0%	50.0%	.0%	50.0%	.0%	2
	JTL Group Inc	100.0%	.0%	.0%	.0%	.0%	1
	MK Weeden	100.0%	.0%	.0%	.0%	.0%	1
	Morgan-Oswood	100.0%	.0%	.0%	.0%	.0%	1
	Nelcon	50.0%	.0%	.0%	.0%	50.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	.0%	2
	Riverside	28.6%	.0%	35.7%	14.3%	21.4%	14
	Schellinger	.0%	.0%	16.7%	33.3%	50.0%	6
	SK	.0%	33.3%	.0%	33.3%	33.3%	3
	T & T	.0%	.0%	.0%	.0%	100.0%	1
	Wes Mun	.0%	.0%	.0%	.0%	100.0%	1
	Wickens	.0%	.0%	50.0%	.0%	50.0%	2

		How much, if any, of your training did you have the opportunity to design yourself?						
		Almost none	Less than half	Half	More than half	Almost all	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	54.0%	4.0%	16.0%	10.0%	10.0%	6.0%	50
	Male	50.0%	5.9%	23.5%	5.9%	11.8%	2.9%	34
	Female	62.5%	.0%	.0%	18.8%	6.3%	12.5%	16
Age	18 - 30	55.6%	5.6%	11.1%	11.1%	11.1%	5.6%	18
	31 - 40	54.5%	9.1%	27.3%	.0%	.0%	9.1%	11
	41 - 54	55.6%	.0%	11.1%	16.7%	11.1%	5.6%	18
Race of respondent	White	69.2%	7.7%	.0%	7.7%	7.7%	7.7%	13
	American Indian	50.0%	2.8%	19.4%	11.1%	11.1%	5.6%	36
Education attainment	Less than HS	56.1%	2.4%	17.1%	12.2%	9.8%	2.4%	41
	HS, GED, or more	50.0%	12.5%	.0%	.0%	12.5%	25.0%	8
2005 HH income	Less than 20K	66.7%	6.7%	13.3%	.0%	6.7%	6.7%	15
	20k - 34k	58.8%	.0%	5.9%	17.6%	5.9%	11.8%	17
	35k +	33.3%	6.7%	26.7%	13.3%	20.0%	.0%	15
Disability	Yes	87.5%	.0%	.0%	12.5%	.0%	.0%	8
	No	47.6%	4.8%	19.0%	9.5%	11.9%	7.1%	42
Training status	Doing something else	100.0%	.0%	.0%	.0%	.0%	.0%	4
	Recently completed	46.9%	3.1%	18.8%	15.6%	12.5%	3.1%	32
	Currently participating	53.8%	7.7%	15.4%	.0%	7.7%	15.4%	13
Inappropriate treatment report	Yes	66.7%	.0%	.0%	33.3%	.0%	.0%	6
	No	52.3%	4.5%	18.2%	6.8%	11.4%	6.8%	44
Training position	Carpenter	100.0%	.0%	.0%	.0%	.0%	.0%	2
	Laborer	45.5%	9.1%	18.2%	9.1%	18.2%	.0%	11
	Heavy equip operator	56.3%	6.3%	25.0%	12.5%	.0%	.0%	16
	Truck driver	80.0%	.0%	10.0%	.0%	.0%	10.0%	10
	Cement mason	.0%	.0%	.0%	50.0%	50.0%	.0%	2
	Mechanic	.0%	.0%	.0%	.0%	50.0%	50.0%	2
	Equip operator/ truck driver	20.0%	.0%	20.0%	20.0%	20.0%	20.0%	5
	Laborer/ equip operator	100.0%	.0%	.0%	.0%	.0%	.0%	2
Worked on Highway 93	Yes	47.6%	.0%	19.0%	14.3%	9.5%	9.5%	21
	No	58.6%	6.9%	13.8%	6.9%	10.3%	3.4%	29

		How much, if any, of your training did you have the opportunity to design yourself?						Total
		Almost none	Less than half	Half	More than half	Almost all	DK	
		Row N %	Row N %	Row N %	Row N %	Row N %	Row N %	
Company	Total	54.0%	4.0%	16.0%	10.0%	10.0%	6.0%	50
	COP	.0%	.0%	.0%	.0%	100.0%	.0%	1
	Deatley	40.0%	.0%	20.0%	.0%	20.0%	20.0%	5
	EH Oftedal	.0%	.0%	66.7%	33.3%	.0%	.0%	3
	Empire S & G	100.0%	.0%	.0%	.0%	.0%	.0%	1
	FRANZ	100.0%	.0%	.0%	.0%	.0%	.0%	1
	Frontier West	.0%	.0%	50.0%	.0%	.0%	50.0%	2
	Frost	.0%	.0%	.0%	.0%	100.0%	.0%	1
	Gilman	100.0%	.0%	.0%	.0%	.0%	.0%	2
	JTL Group Inc	.0%	.0%	100.0%	.0%	.0%	.0%	1
	MK Weeden	100.0%	.0%	.0%	.0%	.0%	.0%	1
	Morgan-Oswood	.0%	.0%	.0%	.0%	100.0%	.0%	1
	Nelcon	100.0%	.0%	.0%	.0%	.0%	.0%	2
	NAME MISSING	50.0%	50.0%	.0%	.0%	.0%	.0%	2
	Riverside	64.3%	7.1%	.0%	21.4%	7.1%	.0%	14
	Schellinger	66.7%	.0%	33.3%	.0%	.0%	.0%	6
	SK	66.7%	.0%	.0%	33.3%	.0%	.0%	3
	T & T	.0%	.0%	100.0%	.0%	.0%	.0%	1
	Wes Mun	100.0%	.0%	.0%	.0%	.0%	.0%	1
	Wickens	50.0%	.0%	.0%	.0%	.0%	50.0%	2

		How effective are (were) the training methods used by your trainer?					
		Very ineffective	Somewhat ineffective	Somewhat effective	Very effective	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	4.1%	2.0%	30.6%	59.2%	4.1%	49
	Male	3.0%	3.0%	30.3%	60.6%	3.0%	33
	Female	6.3%	.0%	31.3%	56.3%	6.3%	16
Age	18 - 30	.0%	5.6%	27.8%	61.1%	5.6%	18
	31 - 40	.0%	.0%	36.4%	54.5%	9.1%	11
	41 - 54	11.1%	.0%	33.3%	55.6%	.0%	18
Race of respondent	White	7.7%	.0%	38.5%	53.8%	.0%	13
	American Indian	2.8%	2.8%	27.8%	61.1%	5.6%	36
Education attainment	Less than HS	4.9%	.0%	34.1%	56.1%	4.9%	41
	HS, GED, or more	.0%	12.5%	12.5%	75.0%	.0%	8
2005 HH income	Less than 20K	6.7%	.0%	33.3%	53.3%	6.7%	15
	20k - 34k	5.9%	.0%	23.5%	64.7%	5.9%	17
	35k +	.0%	6.7%	26.7%	66.7%	.0%	15
Disability	Yes	.0%	.0%	37.5%	62.5%	.0%	8
	No	4.9%	2.4%	29.3%	58.5%	4.9%	41
Training status	Doing something else	.0%	.0%	75.0%	25.0%	.0%	4
	Recently completed	3.2%	3.2%	25.8%	64.5%	3.2%	31
	Currently participating	7.7%	.0%	30.8%	53.8%	7.7%	13
Inappropriate treatment report	Yes	16.7%	.0%	50.0%	33.3%	.0%	6
	No	2.3%	2.3%	27.9%	62.8%	4.7%	43
Training position	Carpenter	.0%	.0%	.0%	100.0%	.0%	2
	Laborer	.0%	.0%	27.3%	72.7%	.0%	11
	Heavy equip operator	12.5%	.0%	25.0%	56.3%	6.3%	16
	Truck driver	.0%	.0%	50.0%	40.0%	10.0%	10
	Cement mason	.0%	.0%	.0%	100.0%	.0%	2
	Mechanic	.0%	.0%	100.0%	.0%	.0%	2
	Equip operator/ truck driver	.0%	.0%	25.0%	75.0%	.0%	4
	Laborer/ equip operator	.0%	50.0%	.0%	50.0%	.0%	2
	Worked on Highway 93	Yes	4.8%	4.8%	28.6%	57.1%	4.8%
	No	3.6%	.0%	32.1%	60.7%	3.6%	28

		How effective are (were) the training methods used by your trainer?					
		Very ineffective	Somewhat ineffective	Somewhat effective	Very effective	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Company	Total	4.1%	2.0%	30.6%	59.2%	4.1%	49
	COP	.0%	.0%	.0%	100.0%	.0%	1
	Deatley	.0%	.0%	40.0%	40.0%	20.0%	5
	EH Oftedal	50.0%	.0%	.0%	50.0%	.0%	2
	Empire S & G	.0%	.0%	100.0%	.0%	.0%	1
	FRANZ	.0%	.0%	.0%	100.0%	.0%	1
	Frontier West	.0%	.0%	50.0%	50.0%	.0%	2
	Frost	.0%	.0%	.0%	100.0%	.0%	1
	Gilman	.0%	.0%	100.0%	.0%	.0%	2
	JTL Group Inc	.0%	.0%	100.0%	.0%	.0%	1
	MK Weeden	.0%	.0%	100.0%	.0%	.0%	1
	Morgan-Oswood	.0%	.0%	100.0%	.0%	.0%	1
	Nelcon	.0%	.0%	.0%	100.0%	.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	.0%	2
	Riverside	7.1%	7.1%	28.6%	50.0%	7.1%	14
	Schellinger	.0%	.0%	16.7%	83.3%	.0%	6
	SK	.0%	.0%	.0%	100.0%	.0%	3
	T & T	.0%	.0%	.0%	100.0%	.0%	1
	Wes Mun	.0%	.0%	.0%	100.0%	.0%	1
	Wickens	.0%	.0%	50.0%	50.0%	.0%	2

		How knowledgeable is (was) your trainer about the subject he or she teaches (taught)?			
		Somewhat knowledgeable	Very knowledgeable	DK	Total
		Row N %	Row N %	Row N %	Count
Sex	Total	22.4%	75.5%	2.0%	49
	Male	24.2%	72.7%	3.0%	33
Age	Female	18.8%	81.3%	.0%	16
	18 - 30	16.7%	77.8%	5.6%	18
	31 - 40	18.2%	81.8%	.0%	11
Race of respondent	41 - 54	33.3%	66.7%	.0%	18
	White	30.8%	69.2%	.0%	13
	American Indian	19.4%	77.8%	2.8%	36
Education attainment	Less than HS	26.8%	73.2%	.0%	41
	HS, GED, or more	.0%	87.5%	12.5%	8
2005 HH income	Less than 20K	26.7%	73.3%	.0%	15
	20k - 34k	17.6%	82.4%	.0%	17
	35k +	20.0%	73.3%	6.7%	15
Disability	Yes	25.0%	75.0%	.0%	8
	No	22.0%	75.6%	2.4%	41
Training status	Doing something else	75.0%	25.0%	.0%	4
	Recently completed	16.1%	80.6%	3.2%	31
	Currently participating	23.1%	76.9%	.0%	13
Inappropriate treatment report	Yes	33.3%	66.7%	.0%	6
	No	20.9%	76.7%	2.3%	43
Training position	Carpenter	50.0%	50.0%	.0%	2
	Laborer	9.1%	90.9%	.0%	11
	Heavy equip operator	31.3%	68.8%	.0%	16
	Truck driver	20.0%	80.0%	.0%	10
	Cement mason	.0%	100.0%	.0%	2
	Mechanic	50.0%	50.0%	.0%	2
	Equip operator/ truck driver	25.0%	75.0%	.0%	4
	Laborer/ equip operator	.0%	50.0%	50.0%	2
Worked on Highway 93	Yes	19.0%	76.2%	4.8%	21
	No	25.0%	75.0%	.0%	28

		How knowledgeable is (was) your trainer about the subject he or she teaches (taught)?			
		Somewhat knowledgeable	Very knowledgeable	DK	Total
		Row N %	Row N %	Row N %	Count
Company	Total	22.4%	75.5%	2.0%	49
	COP	.0%	100.0%	.0%	1
	Deatley	.0%	100.0%	.0%	5
	EH Oftedal	.0%	100.0%	.0%	2
	Empire S & G	.0%	100.0%	.0%	1
	FRANZ	.0%	100.0%	.0%	1
	Frontier West	50.0%	50.0%	.0%	2
	Frost	100.0%	.0%	.0%	1
	Gilman	50.0%	50.0%	.0%	2
	JTL Group Inc	.0%	100.0%	.0%	1
	MK Weeden	100.0%	.0%	.0%	1
	Morgan-Oswood	.0%	100.0%	.0%	1
	Nelcon	50.0%	50.0%	.0%	2
	NAME MISSING	.0%	100.0%	.0%	2
	Riverside	35.7%	57.1%	7.1%	14
	Schellinger	16.7%	83.3%	.0%	6
	SK	.0%	100.0%	.0%	3
	T & T	.0%	100.0%	.0%	1
	Wes Mun	.0%	100.0%	.0%	1
	Wickens	.0%	100.0%	.0%	2

		How enthusiastic is (was) your trainer about the subjects he or she teaches (taught)?					
		Not at all enthusiastic	Not very enthusiastic	Somewhat enthusiastic	Very enthusiastic	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	6.1%	4.1%	32.7%	55.1%	2.0%	49
	Male	6.1%	3.0%	30.3%	57.6%	3.0%	33
Age	Female	6.3%	6.3%	37.5%	50.0%	.0%	16
	18 - 30	5.6%	.0%	22.2%	66.7%	5.6%	18
	31 - 40	.0%	9.1%	45.5%	45.5%	.0%	11
Race of respondent	41 - 54	11.1%	5.6%	27.8%	55.6%	.0%	18
	White	7.7%	.0%	38.5%	46.2%	7.7%	13
	American Indian	5.6%	5.6%	30.6%	58.3%	.0%	36
Education attainment	Less than HS	4.9%	4.9%	34.1%	53.7%	2.4%	41
	HS, GED, or more	12.5%	.0%	25.0%	62.5%	.0%	8
2005 HH income	Less than 20K	6.7%	13.3%	13.3%	66.7%	.0%	15
	20k - 34k	5.9%	.0%	41.2%	52.9%	.0%	17
	35k +	6.7%	.0%	33.3%	53.3%	6.7%	15
Disability	Yes	.0%	.0%	50.0%	37.5%	12.5%	8
	No	7.3%	4.9%	29.3%	58.5%	.0%	41
Training status	Doing something else	.0%	25.0%	50.0%	25.0%	.0%	4
	Recently completed	6.5%	.0%	41.9%	51.6%	.0%	31
	Currently participating	7.7%	7.7%	7.7%	69.2%	7.7%	13
Inappropriate treatment report	Yes	16.7%	.0%	33.3%	50.0%	.0%	6
	No	4.7%	4.7%	32.6%	55.8%	2.3%	43
Training position	Carpenter	.0%	.0%	50.0%	50.0%	.0%	2
	Laborer	.0%	.0%	9.1%	90.9%	.0%	11
	Heavy equip operator	12.5%	6.3%	43.8%	37.5%	.0%	16
	Truck driver	.0%	10.0%	50.0%	40.0%	.0%	10
	Cement mason	.0%	.0%	50.0%	50.0%	.0%	2
	Mechanic	.0%	.0%	50.0%	50.0%	.0%	2
	Equip operator/ truck driver	.0%	.0%	.0%	75.0%	25.0%	4
	Laborer/ equip operator	50.0%	.0%	.0%	50.0%	.0%	2
	Worked on Highway 93	Yes	9.5%	4.8%	23.8%	61.9%	.0%
No	3.6%	3.6%	39.3%	50.0%	3.6%	28	

		How enthusiastic is (was) your trainer about the subjects he or she teaches (taught)?					
		Not at all enthusiastic	Not very enthusiastic	Somewhat enthusiastic	Very enthusiastic	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Company	Total	6.1%	4.1%	32.7%	55.1%	2.0%	49
	COP	.0%	.0%	100.0%	.0%	.0%	1
	Deatley	.0%	20.0%	20.0%	60.0%	.0%	5
	EH Oftedal	50.0%	.0%	.0%	50.0%	.0%	2
	Empire S & G	.0%	.0%	100.0%	.0%	.0%	1
	FRANZ	.0%	.0%	100.0%	.0%	.0%	1
	Frontier West	.0%	.0%	.0%	100.0%	.0%	2
	Frost	.0%	.0%	.0%	100.0%	.0%	1
	Gilman	.0%	.0%	50.0%	.0%	50.0%	2
	JTL Group Inc	.0%	.0%	100.0%	.0%	.0%	1
	MK Weeden	.0%	.0%	100.0%	.0%	.0%	1
	Morgan-Oswood	.0%	.0%	.0%	100.0%	.0%	1
	Nelcon	.0%	.0%	.0%	100.0%	.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	.0%	2
	Riverside	14.3%	7.1%	35.7%	42.9%	.0%	14
	Schellinger	.0%	.0%	16.7%	83.3%	.0%	6
	SK	.0%	.0%	33.3%	66.7%	.0%	3
	T & T	.0%	.0%	100.0%	.0%	.0%	1
	Wes Mun	.0%	.0%	.0%	100.0%	.0%	1
	Wickens	.0%	.0%	50.0%	50.0%	.0%	2

		How respectful has your trainer been toward you?					
		Very disrespectful	Somewhat disrespectful	Somewhat respectful	Very respectful	Total	
		Row N %	Row N %	Row N %	Row N %	Count	
Sex	Total	2.1%	4.2%	18.8%	75.0%	48	
	Male	3.1%	3.1%	15.6%	78.1%	32	
Age	Female	.0%	6.3%	25.0%	68.8%	16	
	18 - 30	.0%	.0%	22.2%	77.8%	18	
	31 - 40	.0%	.0%	27.3%	72.7%	11	
Race of respondent	41 - 54	5.9%	11.8%	5.9%	76.5%	17	
	White	.0%	7.7%	30.8%	61.5%	13	
	American Indian	2.9%	2.9%	14.3%	80.0%	35	
Education attainment	Less than HS	2.5%	5.0%	17.5%	75.0%	40	
	HS, GED, or more	.0%	.0%	25.0%	75.0%	8	
2005 HH income	Less than 20K	7.1%	7.1%	14.3%	71.4%	14	
	20k - 34k	.0%	5.9%	5.9%	88.2%	17	
	35k +	.0%	.0%	26.7%	73.3%	15	
Disability	Yes	.0%	.0%	14.3%	85.7%	7	
	No	2.4%	4.9%	19.5%	73.2%	41	
Training status	Doing something else	.0%	33.3%	33.3%	33.3%	3	
	Recently completed	.0%	3.2%	16.1%	80.6%	31	
	Currently participating	7.7%	.0%	23.1%	69.2%	13	
Inappropriate treatment report	Yes	16.7%	.0%	33.3%	50.0%	6	
	No	.0%	4.8%	16.7%	78.6%	42	
Training position	Carpenter	.0%	.0%	.0%	100.0%	2	
	Laborer	.0%	.0%	.0%	100.0%	11	
	Heavy equip operator	6.3%	12.5%	12.5%	68.8%	16	
	Truck driver	.0%	.0%	33.3%	66.7%	9	
	Cement mason	.0%	.0%	100.0%	.0%	2	
	Mechanic	.0%	.0%	.0%	100.0%	2	
	Equip operator/ truck driver	.0%	.0%	25.0%	75.0%	4	
	Laborer/ equip operator	.0%	.0%	50.0%	50.0%	2	
	Worked on Highway 93	Yes	5.0%	.0%	20.0%	75.0%	20
		No	.0%	7.1%	17.9%	75.0%	28

		How respectful has your trainer been toward you?				Total
		Very disrespectful	Somewhat disrespectful	Somewhat respectful	Very respectful	
		Row N %	Row N %	Row N %	Row N %	
Company	Total	2.1%	4.2%	18.8%	75.0%	48
	COP	.0%	.0%	100.0%	.0%	1
	Deatley	.0%	.0%	25.0%	75.0%	4
	EH Oftedal	.0%	50.0%	.0%	50.0%	2
	Empire S & G	.0%	.0%	100.0%	.0%	1
	FRANZ	.0%	.0%	.0%	100.0%	1
	Frontier West	.0%	.0%	.0%	100.0%	2
	Frost	.0%	.0%	.0%	100.0%	1
	Gilman	.0%	.0%	50.0%	50.0%	2
	JTL Group Inc	.0%	.0%	.0%	100.0%	1
	MK Weeden	.0%	.0%	100.0%	.0%	1
	Morgan-Oswood	.0%	.0%	.0%	100.0%	1
	Nelcon	.0%	.0%	50.0%	50.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	2
	Riverside	7.1%	7.1%	14.3%	71.4%	14
	Schellinger	.0%	.0%	16.7%	83.3%	6
	SK	.0%	.0%	.0%	100.0%	3
	T & T	.0%	.0%	.0%	100.0%	1
	Wes Mun	.0%	.0%	.0%	100.0%	1
	Wickens	.0%	.0%	.0%	100.0%	2

		Has your trainer treated you?					
		Very unfairly	Somewhat unfairly	Somewhat fairly	Very fairly	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	2.0%	2.0%	32.7%	63.3%	.0%	49
	Male	3.0%	3.0%	33.3%	60.6%	.0%	33
	Female	.0%	.0%	31.3%	68.8%	.0%	16
Age	18 - 30	.0%	5.6%	33.3%	61.1%	.0%	18
	31 - 40	.0%	.0%	54.5%	45.5%	.0%	11
	41 - 54	5.6%	.0%	22.2%	72.2%	.0%	18
Race of respondent	White	.0%	.0%	38.5%	61.5%	.0%	13
	American Indian	2.8%	2.8%	30.6%	63.9%	.0%	36
Education attainment	Less than HS	2.4%	.0%	39.0%	58.5%	.0%	41
	HS, GED, or more	.0%	12.5%	.0%	87.5%	.0%	8
2005 HH income	Less than 20K	6.7%	.0%	46.7%	46.7%	.0%	15
	20k - 34k	.0%	.0%	17.6%	82.4%	.0%	17
	35k +	.0%	6.7%	26.7%	66.7%	.0%	15
Disability	Yes	.0%	.0%	50.0%	50.0%	.0%	8
	No	2.4%	2.4%	29.3%	65.9%	.0%	41
Training status	Doing something else	.0%	.0%	100.0%	.0%	.0%	4
	Recently completed	.0%	3.2%	19.4%	77.4%	.0%	31
	Currently participating	7.7%	.0%	46.2%	46.2%	.0%	13
Inappropriate treatment report	Yes	16.7%	.0%	33.3%	50.0%	.0%	6
	No	.0%	2.3%	32.6%	65.1%	.0%	43
Training position	Carpenter	.0%	.0%	50.0%	50.0%	.0%	2
	Laborer	.0%	.0%	9.1%	90.9%	.0%	11
	Heavy equip operator	6.3%	.0%	37.5%	56.3%	.0%	16
	Truck driver	.0%	.0%	50.0%	50.0%	.0%	10
	Cement mason	.0%	.0%	50.0%	50.0%	.0%	2
	Mechanic	.0%	.0%	.0%	100.0%	.0%	2
	Equip operator/ truck driver	.0%	.0%	25.0%	75.0%	.0%	4
	Laborer/ equip operator	.0%	50.0%	50.0%	.0%	.0%	2
Worked on Highway 93	Yes	4.8%	4.8%	38.1%	52.4%	.0%	21
	No	.0%	.0%	28.6%	71.4%	.0%	28

		Has your trainer treated you?					
		Very unfairly	Somewhat unfairly	Somewhat fairly	Very fairly	DK	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Count
Company	Total	2.0%	2.0%	32.7%	63.3%	.0%	49
	COP	.0%	.0%	.0%	100.0%	.0%	1
	Deatley	.0%	.0%	80.0%	20.0%	.0%	5
	EH Oftedal	.0%	.0%	50.0%	50.0%	.0%	2
	Empire S & G	.0%	.0%	100.0%	.0%	.0%	1
	FRANZ	.0%	.0%	.0%	100.0%	.0%	1
	Frontier West	.0%	.0%	.0%	100.0%	.0%	2
	Frost	.0%	.0%	.0%	100.0%	.0%	1
	Gilman	.0%	.0%	50.0%	50.0%	.0%	2
	JTL Group Inc	.0%	.0%	100.0%	.0%	.0%	1
	MK Weeden	.0%	.0%	100.0%	.0%	.0%	1
	Morgan-Oswood	.0%	.0%	.0%	100.0%	.0%	1
	Nelcon	.0%	.0%	50.0%	50.0%	.0%	2
	NAME MISSING	.0%	.0%	.0%	100.0%	.0%	2
	Riverside	7.1%	7.1%	28.6%	57.1%	.0%	14
	Schellinger	.0%	.0%	33.3%	66.7%	.0%	6
	SK	.0%	.0%	.0%	100.0%	.0%	3
	T & T	.0%	.0%	.0%	100.0%	.0%	1
	Wes Mun	.0%	.0%	.0%	100.0%	.0%	1
	Wickens	.0%	.0%	.0%	100.0%	.0%	2

		Does (did) your trainer spend enough time with you for you to learn what you need to know or does (did) your trainer not spend enough time with you for you to learn what you need to know?			
		Does not spend enough time	Spends enough time	DK	Total
		Row N %	Row N %	Row N %	Count
Sex	Total	23.4%	74.5%	2.1%	47
	Male	18.8%	78.1%	3.1%	32
Age	Female	33.3%	66.7%	.0%	15
	18 - 30	5.9%	94.1%	.0%	17
	31 - 40	36.4%	54.5%	9.1%	11
Race of respondent	41 - 54	35.3%	64.7%	.0%	17
	White	25.0%	75.0%	.0%	12
	American Indian	22.9%	74.3%	2.9%	35
Education attainment	Less than HS	25.6%	71.8%	2.6%	39
	HS, GED, or more	12.5%	87.5%	.0%	8
2005 HH income	Less than 20K	26.7%	66.7%	6.7%	15
	20k - 34k	18.8%	81.3%	.0%	16
	35k +	20.0%	80.0%	.0%	15
Disability	Yes	25.0%	75.0%	.0%	8
	No	23.1%	74.4%	2.6%	39
Training status	Doing something else	75.0%	25.0%	.0%	4
	Recently completed	20.7%	79.3%	.0%	29
	Currently participating	15.4%	76.9%	7.7%	13
Inappropriate treatment report	Yes	40.0%	60.0%	.0%	5
	No	21.4%	76.2%	2.4%	42
Training position	Carpenter	.0%	100.0%	.0%	2
	Laborer	9.1%	90.9%	.0%	11
	Heavy equip operator	35.7%	64.3%	.0%	14
	Truck driver	40.0%	50.0%	10.0%	10
	Cement mason	.0%	100.0%	.0%	2
	Mechanic	.0%	100.0%	.0%	2
	Equip operator/ truck driver	.0%	100.0%	.0%	4
	Laborer/ equip operator	50.0%	50.0%	.0%	2
	Worked on Highway 93	Yes	20.0%	75.0%	5.0%
No	25.9%	74.1%	.0%	27	

		Does (did) your trainer spend enough time with you for you to learn what you need to know or does (did) your trainer not spend enough time with you for you to learn what you need to know?			
		Does not spend enough time	Spends enough time	DK	Total
		Row N %	Row N %	Row N %	Count
Company	Total	23.4%	74.5%	2.1%	47
	COP	.0%	100.0%	.0%	1
	Deatley	40.0%	60.0%	.0%	5
	EH Oftedal	50.0%	50.0%	.0%	2
	Empire S & G	.0%	.0%	.0%	0
	FRANZ	.0%	100.0%	.0%	1
	Frontier West	.0%	100.0%	.0%	1
	Frost	.0%	100.0%	.0%	1
	Gilman	50.0%	50.0%	.0%	2
	JTL Group Inc	100.0%	.0%	.0%	1
	MK Weeden	100.0%	.0%	.0%	1
	Morgan-Oswood	.0%	100.0%	.0%	1
	Nelcon	.0%	100.0%	.0%	2
	NAME MISSING	.0%	100.0%	.0%	2
	Riverside	35.7%	64.3%	.0%	14
	Schellinger	.0%	83.3%	16.7%	6
	SK	.0%	100.0%	.0%	3
	T & T	.0%	100.0%	.0%	1
	Wes Mun	.0%	100.0%	.0%	1
	Wickens	.0%	100.0%	.0%	2

		Do you happen to recall whether or not any representative of Montana Department of Transportation personally observed your training while it was happening?			
		MDT rep did not observe training	MDT rep observe training	DK	Total
		Row N %	Row N %	Row N %	Count
Sex	Total	32.7%	42.9%	24.5%	49
	Male	39.4%	39.4%	21.2%	33
Age	Female	18.8%	50.0%	31.3%	16
	18 - 30	27.8%	44.4%	27.8%	18
	31 - 40	36.4%	54.5%	9.1%	11
Race of respondent	41 - 54	33.3%	38.9%	27.8%	18
	White	46.2%	30.8%	23.1%	13
	American Indian	27.8%	47.2%	25.0%	36
Education attainment	Less than HS	31.7%	43.9%	24.4%	41
	HS, GED, or more	37.5%	37.5%	25.0%	8
2005 HH income	Less than 20K	26.7%	40.0%	33.3%	15
	20k - 34k	23.5%	52.9%	23.5%	17
	35k +	53.3%	33.3%	13.3%	15
Disability	Yes	25.0%	75.0%	.0%	8
	No	34.1%	36.6%	29.3%	41
Training status	Doing something else	50.0%	25.0%	25.0%	4
	Recently completed	32.3%	38.7%	29.0%	31
	Currently participating	30.8%	53.8%	15.4%	13
Inappropriate treatment report	Yes	16.7%	50.0%	33.3%	6
	No	34.9%	41.9%	23.3%	43
Training position	Carpenter	50.0%	50.0%	.0%	2
	Laborer	45.5%	27.3%	27.3%	11
	Heavy equip operator	18.8%	56.3%	25.0%	16
	Truck driver	40.0%	40.0%	20.0%	10
	Cement mason	50.0%	50.0%	.0%	2
	Mechanic	50.0%	.0%	50.0%	2
	Equip operator/ truck driver	25.0%	50.0%	25.0%	4
	Laborer/ equip operator	.0%	50.0%	50.0%	2
	Worked on Highway 93	Yes	23.8%	38.1%	38.1%
No	39.3%	46.4%	14.3%	28	

		Do you happen to recall whether or not any representative of Montana Department of Transportation personally observed your training while it was happening?			
		MDT rep did not observe training	MDT rep observe training	DK	Total
		Row N %	Row N %	Row N %	Count
Company	Total	32.7%	42.9%	24.5%	49
	COP	100.0%	.0%	.0%	1
	Deatley	20.0%	60.0%	20.0%	5
	EH Oftedal	.0%	50.0%	50.0%	2
	Empire S & G	.0%	.0%	100.0%	1
	FRANZ	.0%	100.0%	.0%	1
	Frontier West	50.0%	.0%	50.0%	2
	Frost	100.0%	.0%	.0%	1
	Gilman	100.0%	.0%	.0%	2
	JTL Group Inc	100.0%	.0%	.0%	1
	MK Weeden	.0%	100.0%	.0%	1
	Morgan-Oswood	100.0%	.0%	.0%	1
	Nelcon	100.0%	.0%	.0%	2
	NAME MISSING	50.0%	50.0%	.0%	2
	Riverside	7.1%	50.0%	42.9%	14
	Schellinger	16.7%	66.7%	16.7%	6
	SK	.0%	100.0%	.0%	3
	T & T	100.0%	.0%	.0%	1
	Wes Mun	100.0%	.0%	.0%	1
	Wickens	50.0%	.0%	50.0%	2

		Reason for leaving program: Actions by my superior		
		No	Yes	Total
		Row N %	Row N %	Count
Sex	Total	75.0%	25.0%	4
	Male	66.7%	33.3%	3
	Female	100.0%	.0%	1
Age	18 - 30	100.0%	.0%	1
	31 - 40	100.0%	.0%	1
	41 - 54	50.0%	50.0%	2
Race of respondent	White	100.0%	.0%	2
	American Indian	50.0%	50.0%	2
Education attainment	Less than HS	75.0%	25.0%	4
	HS, GED, or more	.0%	.0%	0
2005 HH income	Less than 20K	66.7%	33.3%	3
	20k - 34k	.0%	.0%	0
	35k +	.0%	.0%	0
Disability	Yes	100.0%	.0%	1
	No	66.7%	33.3%	3
Training status	Doing something else	75.0%	25.0%	4
	Recently completed	.0%	.0%	0
	Currently participating	.0%	.0%	0
Inappropriate treatment report	Yes	.0%	.0%	0
	No	75.0%	25.0%	4
Training position	Carpenter	100.0%	.0%	1
	Laborer	.0%	.0%	0
	Heavy equip operator	50.0%	50.0%	2
	Truck driver	100.0%	.0%	1
	Cement mason	.0%	.0%	0
	Mechanic	.0%	.0%	0
	Equip operator/ truck driver	.0%	.0%	0
	Laborer/ equip operator	.0%	.0%	0
Worked on Highway 93	Yes	100.0%	.0%	1
	No	66.7%	33.3%	3

		Reason for leaving program: Actions by my superior		
		No	Yes	Total
		Row N %	Row N %	Count
Company	Total	75.0%	25.0%	4
	COP	.0%	.0%	0
	Deatley	100.0%	.0%	1
	EH Oftedal	.0%	.0%	0
	Empire S & G	.0%	.0%	0
	FRANZ	.0%	.0%	0
	Frontier West	.0%	.0%	0
	Frost	.0%	.0%	0
	Gilman	.0%	.0%	0
	JTL Group Inc	.0%	.0%	0
	MK Weeden	100.0%	.0%	1
	Morgan-Oswood	.0%	.0%	0
	Nelcon	100.0%	.0%	1
	NAME MISSING	.0%	.0%	0
	Riverside	.0%	100.0%	1
	Schellinger	.0%	.0%	0
	SK	.0%	.0%	0
	T & T	.0%	.0%	0
	Wes Mun	.0%	.0%	0
	Wickens	.0%	.0%	0

		Reason for leaving program: Lack of training		
		No	Yes	Total
		Row N %	Row N %	Count
Sex	Total	75.0%	25.0%	4
	Male	66.7%	33.3%	3
	Female	100.0%	.0%	1
Age	18 - 30	100.0%	.0%	1
	31 - 40	100.0%	.0%	1
	41 - 54	50.0%	50.0%	2
Race of respondent	White	100.0%	.0%	2
	American Indian	50.0%	50.0%	2
Education attainment	Less than HS	75.0%	25.0%	4
	HS, GED, or more	.0%	.0%	0
2005 HH income	Less than 20K	66.7%	33.3%	3
	20k - 34k	.0%	.0%	0
	35k +	.0%	.0%	0
Disability	Yes	.0%	100.0%	1
	No	100.0%	.0%	3
Training status	Doing something else	75.0%	25.0%	4
	Recently completed	.0%	.0%	0
	Currently participating	.0%	.0%	0
Inappropriate treatment report	Yes	.0%	.0%	0
	No	75.0%	25.0%	4
Training position	Carpenter	100.0%	.0%	1
	Laborer	.0%	.0%	0
	Heavy equip operator	100.0%	.0%	2
	Truck driver	.0%	100.0%	1
	Cement mason	.0%	.0%	0
	Mechanic	.0%	.0%	0
	Equip operator/ truck driver	.0%	.0%	0
	Laborer/ equip operator	.0%	.0%	0
Worked on Highway 93	Yes	.0%	100.0%	1
	No	100.0%	.0%	3

		Reason for leaving program: Lack of training		
		No	Yes	Total
		Row N %	Row N %	Count
Company	Total	75.0%	25.0%	4
	COP	.0%	.0%	0
	Deatley	.0%	100.0%	1
	EH Oftedal	.0%	.0%	0
	Empire S & G	.0%	.0%	0
	FRANZ	.0%	.0%	0
	Frontier West	.0%	.0%	0
	Frost	.0%	.0%	0
	Gilman	.0%	.0%	0
	JTL Group Inc	.0%	.0%	0
	MK Weeden	100.0%	.0%	1
	Morgan-Oswood	.0%	.0%	0
	Nelcon	100.0%	.0%	1
	NAME MISSING	.0%	.0%	0
	Riverside	100.0%	.0%	1
	Schellinger	.0%	.0%	0
	SK	.0%	.0%	0
	T & T	.0%	.0%	0
	Wes Mun	.0%	.0%	0
	Wickens	.0%	.0%	0

		Reason for leaving program: Not appreciated by my supervisor		
		No	Yes	Total
		Row N %	Row N %	Count
Sex	Total	75.0%	25.0%	4
	Male	66.7%	33.3%	3
	Female	100.0%	.0%	1
Age	18 - 30	100.0%	.0%	1
	31 - 40	100.0%	.0%	1
	41 - 54	50.0%	50.0%	2
Race of respondent	White	100.0%	.0%	2
	American Indian	50.0%	50.0%	2
Education attainment	Less than HS	75.0%	25.0%	4
	HS, GED, or more	.0%	.0%	0
2005 HH income	Less than 20K	66.7%	33.3%	3
	20k - 34k	.0%	.0%	0
	35k +	.0%	.0%	0
Disability	Yes	100.0%	.0%	1
	No	66.7%	33.3%	3
Training status	Doing something else	75.0%	25.0%	4
	Recently completed	.0%	.0%	0
	Currently participating	.0%	.0%	0
Inappropriate treatment report	Yes	.0%	.0%	0
	No	75.0%	25.0%	4
Training position	Carpenter	100.0%	.0%	1
	Laborer	.0%	.0%	0
	Heavy equip operator	50.0%	50.0%	2
	Truck driver	100.0%	.0%	1
	Cement mason	.0%	.0%	0
	Mechanic	.0%	.0%	0
	Equip operator/ truck driver	.0%	.0%	0
	Laborer/ equip operator	.0%	.0%	0
Worked on Highway 93	Yes	100.0%	.0%	1
	No	66.7%	33.3%	3

		Reason for leaving program: Not appreciated by my supervisor		
		No	Yes	Total
		Row N %	Row N %	Count
Company	Total	75.0%	25.0%	4
	COP	.0%	.0%	0
	Deatley	100.0%	.0%	1
	EH Oftedal	.0%	.0%	0
	Empire S & G	.0%	.0%	0
	FRANZ	.0%	.0%	0
	Frontier West	.0%	.0%	0
	Frost	.0%	.0%	0
	Gilman	.0%	.0%	0
	JTL Group Inc	.0%	.0%	0
	MK Weeden	100.0%	.0%	1
	Morgan-Oswood	.0%	.0%	0
	Nelcon	100.0%	.0%	1
	NAME MISSING	.0%	.0%	0
	Riverside	.0%	100.0%	1
	Schellinger	.0%	.0%	0
	SK	.0%	.0%	0
	T & T	.0%	.0%	0
	Wes Mun	.0%	.0%	0
	Wickens	.0%	.0%	0

		Reason for leaving program: Non-work related reasons		
		No	Yes	Total
		Row N %	Row N %	Count
Sex	Total	50.0%	50.0%	4
	Male	66.7%	33.3%	3
	Female	.0%	100.0%	1
Age	18 - 30	100.0%	.0%	1
	31 - 40	.0%	100.0%	1
	41 - 54	50.0%	50.0%	2
Race of respondent	White	50.0%	50.0%	2
	American Indian	50.0%	50.0%	2
Education attainment	Less than HS	50.0%	50.0%	4
	HS, GED, or more	.0%	.0%	0
2005 HH income	Less than 20K	66.7%	33.3%	3
	20k - 34k	.0%	.0%	0
	35k +	.0%	.0%	0
Disability	Yes	100.0%	.0%	1
	No	33.3%	66.7%	3
Training status	Doing something else	50.0%	50.0%	4
	Recently completed	.0%	.0%	0
	Currently participating	.0%	.0%	0
Inappropriate treatment report	Yes	.0%	.0%	0
	No	50.0%	50.0%	4
Training position	Carpenter	100.0%	.0%	1
	Laborer	.0%	.0%	0
	Heavy equip operator	.0%	100.0%	2
	Truck driver	100.0%	.0%	1
	Cement mason	.0%	.0%	0
	Mechanic	.0%	.0%	0
	Equip operator/ truck driver	.0%	.0%	0
	Laborer/ equip operator	.0%	.0%	0
Worked on Highway 93	Yes	100.0%	.0%	1
	No	33.3%	66.7%	3

		Reason for leaving program: Non-work related reasons		
		No	Yes	Total
		Row N %	Row N %	Count
Company	Total	50.0%	50.0%	4
	COP	.0%	.0%	0
	Deatley	100.0%	.0%	1
	EH Oftedal	.0%	.0%	0
	Empire S & G	.0%	.0%	0
	FRANZ	.0%	.0%	0
	Frontier West	.0%	.0%	0
	Frost	.0%	.0%	0
	Gilman	.0%	.0%	0
	JTL Group Inc	.0%	.0%	0
	MK Weeden	.0%	100.0%	1
	Morgan-Oswood	.0%	.0%	0
	Nelcon	100.0%	.0%	1
	NAME MISSING	.0%	.0%	0
	Riverside	.0%	100.0%	1
	Schellinger	.0%	.0%	0
	SK	.0%	.0%	0
	T & T	.0%	.0%	0
	Wes Mun	.0%	.0%	0
	Wickens	.0%	.0%	0

		Did the training you received in this program help you to get another construction job, or not?			
		No	Yes	DK	Total
		Row N %	Row N %	Row N %	Count
Sex	Total	.0%	50.0%	50.0%	4
	Male	.0%	66.7%	33.3%	3
Age	Female	.0%	.0%	100.0%	1
	18 - 30	.0%	.0%	100.0%	1
	31 - 40	.0%	.0%	100.0%	1
Race of respondent	41 - 54	.0%	100.0%	.0%	2
	White	.0%	.0%	100.0%	2
	American Indian	.0%	100.0%	.0%	2
Education attainment	Less than HS	.0%	50.0%	50.0%	4
	HS, GED, or more	.0%	.0%	.0%	0
2005 HH income	Less than 20K	.0%	66.7%	33.3%	3
	20k - 34k	.0%	.0%	.0%	0
	35k +	.0%	.0%	.0%	0
Disability	Yes	.0%	100.0%	.0%	1
	No	.0%	33.3%	66.7%	3
Training status	Doing something else	.0%	50.0%	50.0%	4
	Recently completed	.0%	.0%	.0%	0
	Currently participating	.0%	.0%	.0%	0
Inappropriate treatment report	Yes	.0%	.0%	.0%	0
	No	.0%	50.0%	50.0%	4
Training position	Carpenter	.0%	.0%	100.0%	1
	Laborer	.0%	.0%	.0%	0
	Heavy equip operator	.0%	50.0%	50.0%	2
	Truck driver	.0%	100.0%	.0%	1
	Cement mason	.0%	.0%	.0%	0
	Mechanic	.0%	.0%	.0%	0
	Equip operator/ truck driver	.0%	.0%	.0%	0
	Laborer/ equip operator	.0%	.0%	.0%	0
Worked on Highway 93	Yes	.0%	100.0%	.0%	1
	No	.0%	33.3%	66.7%	3

		Did the training you received in this program help you to get another construction job, or not?			
		No	Yes	DK	Total
		Row N %	Row N %	Row N %	Count
Company	Total	.0%	50.0%	50.0%	4
	COP	.0%	.0%	.0%	0
	Deatley	.0%	100.0%	.0%	1
	EH Oftedal	.0%	.0%	.0%	0
	Empire S & G	.0%	.0%	.0%	0
	FRANZ	.0%	.0%	.0%	0
	Frontier West	.0%	.0%	.0%	0
	Frost	.0%	.0%	.0%	0
	Gilman	.0%	.0%	.0%	0
	JTL Group Inc	.0%	.0%	.0%	0
	MK Weeden	.0%	.0%	100.0%	1
	Morgan-Oswood	.0%	.0%	.0%	0
	Nelcon	.0%	.0%	100.0%	1
	NAME MISSING	.0%	.0%	.0%	0
	Riverside	.0%	100.0%	.0%	1
	Schellinger	.0%	.0%	.0%	0
	SK	.0%	.0%	.0%	0
	T & T	.0%	.0%	.0%	0
	Wes Mun	.0%	.0%	.0%	0
	Wickens	.0%	.0%	.0%	0

		Training status			
		Doing something else	Recently completed	Currently participating	Total
		Row N %	Row N %	Row N %	Count
Sex	Total	8.2%	65.3%	26.5%	49
	Male	8.8%	58.8%	32.4%	34
Age	Female	6.7%	80.0%	13.3%	15
	18 - 30	5.6%	61.1%	33.3%	18
	31 - 40	9.1%	45.5%	45.5%	11
Race of respondent	41 - 54	11.8%	76.5%	11.8%	17
	White	16.7%	58.3%	25.0%	12
	American Indian	5.6%	66.7%	27.8%	36
Education attainment	Less than HS	10.0%	62.5%	27.5%	40
	HS, GED, or more	.0%	75.0%	25.0%	8
2005 HH income	Less than 20K	20.0%	26.7%	53.3%	15
	20k - 34k	.0%	87.5%	12.5%	16
	35k +	.0%	80.0%	20.0%	15
Disability	Yes	12.5%	50.0%	37.5%	8
	No	7.3%	68.3%	24.4%	41
Inappropriate treatment report	Yes	.0%	83.3%	16.7%	6
	No	9.3%	62.8%	27.9%	43
Training position	Carpenter	50.0%	50.0%	.0%	2
	Laborer	.0%	70.0%	30.0%	10
	Heavy equip operator	12.5%	75.0%	12.5%	16
	Truck driver	10.0%	50.0%	40.0%	10
	Cement mason	.0%	100.0%	.0%	2
	Mechanic	.0%	50.0%	50.0%	2
	Equip operator/ truck driver	.0%	60.0%	40.0%	5
	Laborer/ equip operator	.0%	50.0%	50.0%	2
Worked on Highway 93	Yes	4.8%	52.4%	42.9%	21
	No	10.7%	75.0%	14.3%	28

		Training status			
		Doing something else	Recently completed	Currently participating	Total
		Row N %	Row N %	Row N %	Count
Company	Total	8.2%	65.3%	26.5%	49
	COP	.0%	100.0%	.0%	1
	Deatley	20.0%	.0%	80.0%	5
	EH Oftedal	.0%	100.0%	.0%	3
	Empire S & G	.0%	100.0%	.0%	1
	FRANZ	.0%	100.0%	.0%	1
	Frontier West	.0%	100.0%	.0%	2
	Frost	.0%	100.0%	.0%	1
	Gilman	.0%	50.0%	50.0%	2
	JTL Group Inc	.0%	100.0%	.0%	1
	MK Weeden	100.0%	.0%	.0%	1
	Morgan-Oswood	.0%	100.0%	.0%	1
	Nelcon	50.0%	50.0%	.0%	2
	NAME MISSING	.0%	50.0%	50.0%	2
	Riverside	7.1%	85.7%	7.1%	14
	Schellinger	.0%	40.0%	60.0%	5
	SK	.0%	66.7%	33.3%	3
	T & T	.0%	100.0%	.0%	1
	Wes Mun	.0%	.0%	100.0%	1
	Wickens	.0%	50.0%	50.0%	2

		Worked on Highway 93		
		Yes Row N %	No Row N %	Total Count
Sex	Total	42.0%	58.0%	50
	Male	50.0%	50.0%	34
	Female	25.0%	75.0%	16
Age	18 - 30	55.6%	44.4%	18
	31 - 40	36.4%	63.6%	11
	41 - 54	38.9%	61.1%	18
Race of respondent	White	.0%	100.0%	13
	American Indian	58.3%	41.7%	36
Education attainment	Less than HS	46.3%	53.7%	41
	HS, GED, or more	25.0%	75.0%	8
2005 HH income	Less than 20K	73.3%	26.7%	15
	20k - 34k	23.5%	76.5%	17
	35k +	40.0%	60.0%	15
Disability	Yes	50.0%	50.0%	8
	No	40.5%	59.5%	42
Training status	Doing something else	25.0%	75.0%	4
	Recently completed	34.4%	65.6%	32
	Currently participating	69.2%	30.8%	13
Inappropriate treatment report	Yes	66.7%	33.3%	6
	No	38.6%	61.4%	44
Training position	Carpenter	.0%	100.0%	2
	Laborer	36.4%	63.6%	11
	Heavy equip operator	25.0%	75.0%	16
	Truck driver	60.0%	40.0%	10
	Cement mason	50.0%	50.0%	2
	Mechanic	50.0%	50.0%	2
	Equip operator/ truck driver	60.0%	40.0%	5
	Laborer/ equip operator	100.0%	.0%	2

		Worked on Highway 93		
		Yes Row N %	No Row N %	Total Count
Company	Total	42.0%	58.0%	50
	COP	.0%	100.0%	1
	Deatley	100.0%	.0%	5
	EH Oftedal	.0%	100.0%	3
	Empire S & G	.0%	100.0%	1
	FRANZ	.0%	100.0%	1
	Frontier West	100.0%	.0%	2
	Frost	.0%	100.0%	1
	Gilman	.0%	100.0%	2
	JTL Group Inc	.0%	100.0%	1
	MK Weeden	.0%	100.0%	1
	Morgan-Oswood	.0%	100.0%	1
	Nelcon	.0%	100.0%	2
	NAME MISSING	.0%	100.0%	2
	Riverside	64.3%	35.7%	14
	Schellinger	50.0%	50.0%	6
	SK	.0%	100.0%	3
	T & T	100.0%	.0%	1
	Wes Mun	100.0%	.0%	1
	Wickens	.0%	100.0%	2

		Summary of Inappropriate Treatment Reports						
		Gender, Race, Skin Color, Age	Gender, Country of origin, Disability, Religion	Gender, Race, Age	Age	Religion	Gender	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Row N %	Count
Sex	Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	6
	Male	.0%	33.3%	33.3%	.0%	33.3%	.0%	3
	Female	33.3%	.0%	.0%	33.3%	.0%	33.3%	3
Age	18 - 30	.0%	.0%	25.0%	25.0%	25.0%	25.0%	4
	31 - 40	.0%	.0%	.0%	.0%	.0%	.0%	0
	41 - 54	50.0%	50.0%	.0%	.0%	.0%	.0%	2
Race of respondent	White	.0%	.0%	.0%	.0%	.0%	100.0%	1
	American Indian	20.0%	20.0%	20.0%	20.0%	20.0%	.0%	5
Education attainment	Less than HS	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	6
	HS, GED, or more	.0%	.0%	.0%	.0%	.0%	.0%	0
2005 HH income	Less than 20K	.0%	50.0%	50.0%	.0%	.0%	.0%	2
	20k - 34k	100.0%	.0%	.0%	.0%	.0%	.0%	1
	35k +	.0%	.0%	.0%	50.0%	50.0%	.0%	2
Disability	Yes	50.0%	.0%	.0%	50.0%	.0%	.0%	2
	No	.0%	25.0%	25.0%	.0%	25.0%	25.0%	4
Training status	Doing something else	.0%	.0%	.0%	.0%	.0%	.0%	0
	Recently completed	20.0%	.0%	20.0%	20.0%	20.0%	20.0%	5
	Currently participating	.0%	100.0%	.0%	.0%	.0%	.0%	1
Training position	Carpenter	.0%	.0%	.0%	.0%	.0%	.0%	0
	Laborer	.0%	.0%	100.0%	.0%	.0%	.0%	1
	Heavy equip operator	.0%	50.0%	.0%	.0%	.0%	50.0%	2
	Truck driver	100.0%	.0%	.0%	.0%	.0%	.0%	1
	Cement mason	.0%	.0%	.0%	.0%	100.0%	.0%	1
	Mechanic	.0%	.0%	.0%	.0%	.0%	.0%	0
	Equip operator/ truck driver	.0%	.0%	.0%	100.0%	.0%	.0%	1
	Laborer/ equip operator	.0%	.0%	.0%	.0%	.0%	.0%	0
	Worked on Highway 93	Yes	.0%	25.0%	25.0%	25.0%	25.0%	.0%
	No	50.0%	.0%	.0%	.0%	.0%	50.0%	2

		Summary of Inappropriate Treatment Reports						
		Gender, Race, Skin Color, Age	Gender, Country of origin, Disability, Religion	Gender, Race, Age	Age	Religion	Gender	Total
		Row N %	Row N %	Row N %	Row N %	Row N %	Row N %	Count
Company	Total	16.7%	16.7%	16.7%	16.7%	16.7%	16.7%	6
	COP	.0%	.0%	.0%	.0%	.0%	.0%	0
	Deatley	.0%	.0%	.0%	.0%	.0%	.0%	0
	EH Oftedal	.0%	.0%	.0%	.0%	.0%	.0%	0
	Empire S & G	.0%	.0%	.0%	.0%	.0%	100.0%	1
	FRANZ	.0%	.0%	.0%	.0%	.0%	.0%	0
	Frontier West	.0%	.0%	.0%	.0%	.0%	.0%	0
	Frost	.0%	.0%	.0%	.0%	.0%	.0%	0
	Gilman	.0%	.0%	.0%	.0%	.0%	.0%	0
	JTL Group Inc	.0%	.0%	.0%	.0%	.0%	.0%	0
	MK Weeden	.0%	.0%	.0%	.0%	.0%	.0%	0
	Morgan-Oswood	.0%	.0%	.0%	.0%	.0%	.0%	0
	Nelcon	.0%	.0%	.0%	.0%	.0%	.0%	0
	NAME MISSING	.0%	.0%	.0%	.0%	.0%	.0%	0
	Riverside	20.0%	20.0%	20.0%	20.0%	20.0%	.0%	5
	Schellinger	.0%	.0%	.0%	.0%	.0%	.0%	0
	SK	.0%	.0%	.0%	.0%	.0%	.0%	0
	T & T	.0%	.0%	.0%	.0%	.0%	.0%	0
	Wes Mun	.0%	.0%	.0%	.0%	.0%	.0%	0
	Wickens	.0%	.0%	.0%	.0%	.0%	.0%	0

## Contractor Survey Results

### Firm Name

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	COP	1	11.1	11.1	11.1
	EH Oftedal	1	11.1	11.1	22.2
	Franz	1	11.1	11.1	33.3
	Frontier West	1	11.1	11.1	44.4
	Nelcon	1	11.1	11.1	55.6
	Riverside	1	11.1	11.1	66.7
	Schellinger	1	11.1	11.1	77.8
	SK Construction	1	11.1	11.1	88.9
	Wickens	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

### What is your position or title at your company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	EEO Officer	2	22.2	22.2	22.2
	HR Manager	1	11.1	11.1	33.3
	Human Resource Specialist	1	11.1	11.1	44.4
	Office Engineer	1	11.1	11.1	55.6
	Project Manager	1	11.1	11.1	66.7
	Secretary Treasurer - Operations Manager	1	11.1	11.1	77.8
	Vice President	2	22.2	22.2	100.0
	Total	9	100.0	100.0	

### How long have you, yourself, worked with the Montana Department of Transportation OJT program?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	11.1	11.1	11.1
	4	1	11.1	11.1	22.2
	5	2	22.2	22.2	44.4
	6	1	11.1	11.1	55.6
	8	1	11.1	11.1	66.7
	10	1	11.1	11.1	77.8
	12	1	11.1	11.1	88.9
	15	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

If you were advising a young person just getting in to highway construction, which job should they start out in to position themselves best for career progression? Should they start out as a?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laborer	7	77.8	77.8	77.8
	Operator	2	22.2	22.2	100.0
	Total	9	100.0	100.0	

Then which occupation should they choose?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Carpenter	1	11.1	11.1	11.1
	Operator	7	77.8	77.8	88.9
	DK	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

Then which occupation should they choose?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Truck driver	1	11.1	11.1	11.1
	Operator	2	22.2	22.2	33.3
	DK	6	66.7	66.7	100.0
	Total	9	100.0	100.0	

Based on your knowledge and experience, should highway construction training be focused on developed on?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Developing high skills in one occupation	2	22.2	22.2	22.2
	Developing general skills from occupation combinations like	7	77.8	77.8	100.0
	Total	9	100.0	100.0	

Thinking now about your overall experience with the on the job training program, would you say that the overall quality of the program is?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	11.1	11.1	11.1
	Fair	3	33.3	33.3	44.4
	Good	5	55.6	55.6	100.0
	Total	9	100.0	100.0	

**Why do you say that?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	22.2	22.2	22.2
Any experience with MDT is good.	1	11.1	11.1	33.3
Can not find anyone who wants to work hard.	1	11.1	11.1	44.4
Gives trainees an opportunity to learn first hand.	1	11.1	11.1	55.6
In our experience we get people trained then they won't leave home.	1	11.1	11.1	66.7
Program not administered correctly.	1	11.1	11.1	77.8
Respondent has had the opportunity to train.	1	11.1	11.1	88.9
The experience we have had, only 1-4 stayed.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**Would you say that the highway construction skill level of a 500 hour OJT trainee at the conclusion of their training is?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fair	3	33.3	33.3	33.3
Good	4	44.4	44.4	77.8
Excellent	1	11.1	11.1	88.9
DK	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**Would you say the general highway construction knowledge level of a 500 hour OJT trainee at the conclusion of their training is?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fair	7	77.8	77.8	77.8
Good	2	22.2	22.2	100.0
Total	9	100.0	100.0	

**Would you say the general work ethic of a 500 hour OJT trainee at the conclusion of their training is?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Poor	1	11.1	11.1	11.1
Fair	1	11.1	11.1	22.2
Good	4	44.4	44.4	66.7
DK	3	33.3	33.3	100.0
Total	9	100.0	100.0	

**Some trainees say that trainers don't spend enough time with them, while others don't mention this problem. Based on what you know are the trainers at your company able to spend enough time with trainees or is it difficult given all they have to do to spend enough time?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Trainers spend enough time	2	22.2	22.2	22.2
Difficult to spend enough time	6	66.7	66.7	88.9
DK	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a 1,000 hour union apprenticeship graduate?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lower	3	33.3	33.3	33.3
About the same	3	33.3	33.3	66.7
Higher	1	11.1	11.1	77.8
DK	2	22.2	22.2	100.0
Total	9	100.0	100.0	

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a two-year Job Corps training program graduate?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lower	2	22.2	22.2	22.2
About the same	4	44.4	44.4	66.7
Higher	1	11.1	11.1	77.8
DK	2	22.2	22.2	100.0
Total	9	100.0	100.0	

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a one-year tribal college training program graduate?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower	1	11.1	11.1	11.1
	About the same	4	44.4	44.4	55.6
	Higher	2	22.2	22.2	77.8
	DK	2	22.2	22.2	100.0
	Total	9	100.0	100.0	

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than an applicant with one years of experience but no high school diploma or GED?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower	2	22.2	22.2	22.2
	About the same	5	55.6	55.6	77.8
	Higher	1	11.1	11.1	88.9
	DK	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a person with a high school diploma or GED but no construction experience?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Higher	9	100.0	100.0	100.0

**If an OJT trainee completed your training program with average or higher scores and you had a job opening, would you hire them, or not?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Would hire OJT grad	7	77.8	77.8	77.8
	Would not hire OJT grad	1	11.1	11.1	88.9
	DK	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

**What about an OJT trainee from another company, if they completed another company's OJT program with average or higher scores and have a job opening would you hire them, or not?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Would hire OJT grad	8	88.9	88.9	88.9
	DK	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

**Do you think that the 500 hour OJT program is long enough to train a person to journeyman status, or not?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The program is long enough	1	11.1	11.1	11.1
	The program is not long enough	6	66.7	66.7	77.8
	DK	2	22.2	22.2	100.0
	Total	9	100.0	100.0	

**Based on everything that you know do you think the trainers at your company get enough training and supervision themselves, or does your company find it difficult to give the trainers enough supervision and training?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Trainers get enough supervision and training	7	77.8	77.8	77.8
	It is difficult for company to provide trainers supervision	2	22.2	22.2	100.0
	Total	9	100.0	100.0	

**What are the main obstacles your company faces when providing OJT training?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Adequate personnel.	1	11.1	11.1	11.1
	Attendance. Person applying and then moving to the next job.	1	11.1	11.1	22.2
	Finding individuals who want to work.	1	11.1	11.1	33.3
	Finding the right person for the position. Wanting to travel.	1	11.1	11.1	44.4
	The cost.	1	11.1	11.1	55.6
	Time.	2	22.2	22.2	77.8
	To dedicate the expense.	1	11.1	11.1	88.9
	Trying to find someone who wants to learn and stick around.	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

**What are the main benefits your company receives from providing OJT training?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	A qualified person who will continue.	1	11.1	11.1	11.1
	Firm gets to try people out prior to hiring.	1	11.1	11.1	22.2
	Have not had any, people did not stay and work next season.	1	11.1	11.1	33.3
	Have not seen any yet.	1	11.1	11.1	44.4
	Have not seen any.	1	11.1	11.1	55.6
	Higher quality, better trained employees.	1	11.1	11.1	66.7
	If it works out you have an extra employee.	1	11.1	11.1	77.8
	It is paid for through MDT.	1	11.1	11.1	88.9
	It works if you have a pool of employees to retain.	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

**What is the main thing that causes OJT trainees to quit the program before completing it?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK	2	22.2	22.2	22.2
	Have not had any quit.	1	11.1	11.1	33.3
	Job was not what they thought it would be.	1	11.1	11.1	44.4
	Lack of job availability on a project.	1	11.1	11.1	55.6
	Lack of "stick-to-it-ness," not willing to work hard.	1	11.1	11.1	66.7
	Not wanting to work.	1	11.1	11.1	77.8
	Personality conflicts.	1	11.1	11.1	88.9
	Travel.	1	11.1	11.1	100.0
	Work is too hard. Does not want to travel.	1	11.1	11.1	100.0
	Total	9	100.0	100.0	

**What is the best way to keep OJT trainees actively participating in the program until completion?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Communication.	1	11.1	11.1	11.1
Full pay.	1	11.1	11.1	22.2
Good attitude.	1	11.1	11.1	33.3
Keep them busy, treat them fairly, talk with them.	1	11.1	11.1	44.4
Keeping trainees interested and looking toward the future.	1	11.1	11.1	55.6
Lots of prescreening makes sure they what they are getting into.	1	11.1	11.1	66.7
The long term benefits of staying.	1	11.1	11.1	77.8
Treat trainee with respect. Show them how it is done, do not abandon them.	1	11.1	11.1	88.9
We pay scale not reduced pay.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**In your experience, what characteristic of OJT trainees is the best indicator that they will be successful in the program?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Coming to work willing to work.	1	11.1	11.1	11.1
Desire.	1	11.1	11.1	22.2
How much training the person asks for.	1	11.1	11.1	33.3
No comment.	1	11.1	11.1	44.4
Something that indicates they are a hard worker.	1	11.1	11.1	55.6
The ability to listen and take advice and constructive criticism.	1	11.1	11.1	66.7
Trainee shows up and is enthusiastic in the morning.	1	11.1	11.1	77.8
Work ethic, willingness to travel, basic life skills.	1	11.1	11.1	88.9
Work ethic.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**Based on what you have experienced, does race have any impact on training an OJT person?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	9	100.0	100.0	100.0

**Is there anything about American Indian culture that helps or hurts an OJT trainee? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DK	1	11.1	11.1	11.1
Greater alcoholism, unwillingness to leave home.	1	11.1	11.1	22.2
No	5	55.6	55.6	77.8
They do not want to travel; they want the job to come to them.	1	11.1	11.1	88.9
They may not be as needing of the job. We have messed up their work ethic and made it easy for them to sit home.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**What about gender? Does gender have any impact on training an OJT person? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid It is more difficult for females to leave family to travel with the company.	1	11.1	11.1	11.1
No	5	55.6	55.6	66.7
Program designed for women and minorities.	1	11.1	11.1	77.8
Women are more likely to need time off especially if they have other responsibilities.	1	11.1	11.1	88.9
Women are not as physically strong.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**Is there anything about their gender that helps or hurts an OJT trainee? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11.1	11.1	11.1
No	7	77.8	77.8	88.9
Physical attributes and strength.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**What about religion? Does religion have any impact on training an OJT person? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	9	100.0	100.0	100.0

**What about age? Does age have any impact on training an OJT person? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	8	88.9	88.9	88.9
Only if trainee is a laborer because of physical well being.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**What about skin color? Does skin color have any impact on training an OJT person? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	9	100.0	100.0	100.0

**What about national origin? Does national origin have any impact on training an OJT person? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	9	100.0	100.0	100.0

**What about handicaps? Do handicaps have any impact on training an OJT person? What might that be?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Depends on what the handicap is.	1	11.1	11.1	11.1
If something prevents them from doing the job.	1	11.1	11.1	22.2
No	5	55.6	55.6	77.8
No experience with handicapped trainees.	1	11.1	11.1	88.9
They could but have not run into it.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**From what you have observed, do your trainers adjust their training methods based on differences in trainee race, gender, or handicap condition, or not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Trainers do adjust	1	11.1	11.1	11.1
Trainers do not adjust	7	77.8	77.8	88.9
DK	1	11.1	11.1	100.0
Total	9	100.0	100.0	

**Why or why not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid All training is the same.	1	11.1	11.1	11.1
Do not have to do anything different.	1	11.1	11.1	22.2
Do not think we have had a handicapped employee.	1	11.1	11.1	33.3
It is illegal.	1	11.1	11.1	44.4
Never been an issue.	1	11.1	11.1	55.6
No discrimination.	1	11.1	11.1	66.7
Success depends on whether trainee wants to be trained.	1	11.1	11.1	77.8
They clean up language and tone for gender of trainee.	1	11.1	11.1	88.9
Trainers adjust to ability of trainee to learn.	1	11.1	11.1	100.0
Total	9	100.0	100.0	

## MDT Staff Survey Results

**What is your position or title at your company?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Engineering Project Manager	6	100.0	100.0	100.0

**How long have you, yourself, worked with the Montana Department of Transportation OJT program?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	1	16.7	16.7	16.7
12	1	16.7	16.7	33.3
20	2	33.3	33.3	66.7
32	2	33.3	33.3	100.0
Total	6	100.0	100.0	

**Based on your experience, would you hire an OJT trainee who has completed the program with average or better scores for an entry-level MDT Engineering Aide position, or not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Would hire	5	83.3	83.3	83.3
DK	1	16.7	16.7	100.0
Total	6	100.0	100.0	

**Why or why not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	50.0	50.0	50.0
Because they have had experience in the area.	1	16.7	16.7	66.7
But, most of their experience is on machines or in maintenance.	1	16.7	16.7	83.3
They have had the training.	1	16.7	16.7	100.0
Total	6	100.0	100.0	

Thinking now about your overall experience with the on the job training would you say that the overall quality of the program is?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fair	2	33.3	33.3	33.3
Good	4	66.7	66.7	100.0
Total	6	100.0	100.0	

Why do you say that?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16.7	16.7	16.7
Because trainees are always training.	1	16.7	16.7	33.3
I think a lot of contractors do the minimum amount to meet program requirements.	1	16.7	16.7	50.0
If they get training and oversight they become more competent.	1	16.7	16.7	66.7
It varies an awful lot.	1	16.7	16.7	83.3
Respondent has seen some go through the training and stay in the field.	1	16.7	16.7	100.0
Total	6	100.0	100.0	

Do you think that OJT trainees receive enough training in the program to get a job in their training classification after program completion?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Trainees do receive enough training to get a job	5	83.3	83.3	83.3
DK	1	16.7	16.7	100.0
Total	6	100.0	100.0	

**Why do you say that?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	50.0	50.0	50.0
A lot of trainees have gone on for construction careers.	1	16.7	16.7	66.7
Because the training is specific.	1	16.7	16.7	83.3
It is up to individuals if they are motivated and to contractors if they spend the time.	1	16.7	16.7	100.0
Total	6	100.0	100.0	

**Do you think that contractor trainers spend enough time with trainees to provide the required knowledge and skills, or do they spend too little time with trainees?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Trainers spend enough time	2	33.3	33.3	33.3
Trainers spend too little time	3	50.0	50.0	83.3
DK	1	16.7	16.7	100.0
Total	6	100.0	100.0	

**In your experience do contractors follow the training plans they have submitted, or not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Trainers do follow the training plan	6	100.0	100.0	100.0

**Do contractors adapt their training to the gender, race, or handicap of the trainee, or not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Trainers do adapt their training	2	33.3	33.3	33.3
Trainers do not adapt their training	3	50.0	50.0	83.3
DK	1	16.7	16.7	100.0
Total	6	100.0	100.0	

**In your experience, how often if at all has racial bias caused a trainee to terminate from the program before completion?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	83.3	83.3	83.3
	DK	1	16.7	16.7	100.0
	Total	6	100.0	100.0	

**In your experience, how often if at all has gender bias caused a trainee to terminate from the program before completion?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	66.7	66.7	66.7
	20	1	16.7	16.7	83.3
	DK	1	16.7	16.7	100.0
	Total	6	100.0	100.0	

**Do you find that contractors usually submit training reports on time, or that they are very often late?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contractors submit reports on time usually	2	33.3	33.3	33.3
	Contractors very often submit reports late	4	66.7	66.7	100.0
	Total	6	100.0	100.0	

**Are trainees usually placed in their training slot when their training work begins, or not?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Trainees are usually placed when training work begins	5	83.3	83.3	83.3
	DK	1	16.7	16.7	100.0
	Total	6	100.0	100.0	

**Are training plans usually approved before work begins, or not?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Training plans are usually approved when training work begin	6	100.0	100.0	100.0

**How often if at all do trainees experience problems being paid the correct wages by contractors?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not at all	6	100.0	100.0	100.0

**Would you say that you are usually able to monitor and log twice daily the OJT training or is this just not realistic?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Respondent is usually able to log training	2	33.3	33.3	33.3
Valid Respondent says this is not realistic	4	66.7	66.7	100.0
Total	6	100.0	100.0	

**All things considered, do you think you have enough time to spend 10 minutes with each trainee once per week, or not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Respondent has enough time	5	83.3	83.3	83.3
Valid Respondent does not have enough time	1	16.7	16.7	100.0
Total	6	100.0	100.0	

**Do you happen to be able to be present when training plans are presented to trainees, or not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Respondent is not able to be present	6	100.0	100.0	100.0

**Do you consider yourself to be a recruiter for actual MDT jobs, or not?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Respondent says he or she is not a recruiter	6	100.0	100.0	100.0

**How do you, yourself enforce the provision that the contractor provide the trainee with a certification of the length and type of training received?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16.7	16.7	16.7
Enough checks are in place now.	1	16.7	16.7	33.3
I don't participate in that at all.	1	16.7	16.7	50.0
It is a bid item, usually over the minimum because of the leverage we have.	1	16.7	16.7	66.7
Monitor all of the correspondence the contractor generates for the program and it is a pay item to reimburse the contractor.	1	16.7	16.7	83.3
Monitor and observe pay monthly.	1	16.7	16.7	100.0
Total	6	100.0	100.0	

**Overall, what would you suggest MDT do to make the OJT program better?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16.7	16.7	16.7
No answer	2	33.3	33.3	50.0
DK				
For us, we don't feel we need it. I would like to see more probationary hires. The program could be expanded for contractors.	1	16.7	16.7	66.7
MDT needs more interaction with the trainee to see if they feel they are getting trained.	1	16.7	16.7	83.3
There should be an overall training coordinator not just someone who has lots of other duties. MDT should have someone do more coordinating and spot corrections.	1	16.7	16.7	100.0
Total	6	100.0	100.0	

## State DOT Staff Key Informant Interview Results

### State

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Alaska	1	20.0	20.0	20.0
	Idaho	1	20.0	20.0	40.0
	North Dakota	1	20.0	20.0	60.0
	Oregon	1	20.0	20.0	80.0
	Washington	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

### What is your position or title at DOT?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Civil Rights Officer	1	20.0	20.0	20.0
	EEO Contract Compliance Officer	1	20.0	20.0	40.0
	EEO Officer Support Services Coordinator	1	20.0	20.0	60.0
	OJT	1	20.0	20.0	80.0
	OJT Support Services Coordinator	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

### How long have you, yourself, worked with the [STATE] OJT program (years)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	40.0	40.0	40.0
	6	1	20.0	20.0	60.0
	11	1	20.0	20.0	80.0
	13	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

### Thinking now about your overall experience with [STATE]'s on the job training program, would you say that the overall quality of the program is?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	1	20.0	20.0	20.0
	Good	2	40.0	40.0	60.0
	Excellent	1	20.0	20.0	80.0
	DK	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

**Why do you say that?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	20.0	20.0	20.0
Program has good success getting placements for OJT.	1	20.0	20.0	40.0
Program holds construction day recruiting activities, has a good relationship with DLI, runs recruiting workshops with mandatory contractor attendance	1	20.0	20.0	60.0
Standards for contractor training were weak, only recently strengthened.	1	20.0	20.0	80.0
We always need improvement, limited pool of trainees.	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**Does your state provide OJT training plans or do contractors develop there own plans?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Contractors develop plans	1	20.0	20.0	20.0
Other	4	80.0	80.0	100.0
Total	5	100.0	100.0	

**What is your states yearly OJT trainee drop out rate? (%)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 38	1	20.0	20.0	20.0
60	1	20.0	20.0	40.0
80	1	20.0	20.0	60.0
DK	2	40.0	40.0	100.0
Total	5	100.0	100.0	

**Based on what you know would you rate your state's level of trainee satisfaction as?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Fair	1	20.0	20.0	20.0
Good	3	60.0	60.0	80.0
DK	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**Do you happen to know what percentage of trainees would recommend the OJT program to others? (%)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 80	1	20.0	20.0	20.0
DK	4	80.0	80.0	100.0
Total	5	100.0	100.0	

**What is the main reason your trainees stay in the program until completion?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DK, individual program responsibility.	1	20.0	20.0	20.0
No research on subject.	1	20.0	20.0	40.0
They feel like they are advancing and they want to work in construction.	1	20.0	20.0	60.0
They like the contractor they are working for.	1	20.0	20.0	80.0
Those that stay in touch with the program stay.	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**What is the main reason your trainees leave the program before completion?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DK, individual program responsibility.	1	20.0	20.0	20.0
Family commitments.	1	20.0	20.0	40.0
Problems on the job site, discrimination.	1	20.0	20.0	60.0
The job is not what they thought it would be.	1	20.0	20.0	80.0
The trainee didn't know what the job would be like.	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**On average, about how many trainees does your state train per year?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 30	1	20.0	20.0	20.0
45	1	20.0	20.0	40.0
77	1	20.0	20.0	60.0
125	1	20.0	20.0	80.0
DK	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**How does your state allocate trainees slots to contractors?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Project by project	4	80.0	80.0	80.0
Largest previous year contractors get most and so on	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**What role does your field staff play in assuring training is conducted as described in the training plan or contract?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not sure.	1	20.0	20.0	20.0
5 civil rights staff make contact after contract let but don't observe training, project engineers may.	1	20.0	20.0	40.0
A consultant does on-site visits three times during training.	1	20.0	20.0	60.0
Contracts staff reviews certified payroll, Respondent does not know about on-site visits.	1	20.0	20.0	80.0
Project field inspectors oversee training but are not always able to do so.	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**How does your state assess the effectiveness of the OJT program?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Discussion with consultant, on-site questionnaire.	1	20.0	20.0	20.0
	No assessment.	1	20.0	20.0	40.0
	On-site trainee interview.	1	20.0	20.0	60.0
	No assessment.	1	20.0	20.0	80.0
	State just started a pilot project that is testing new procedures.	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

**What percentage of total federal highway construction funds does your state set aside each year for OJT training programs?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	\$100,000	1	20.0	20.0	20.0
	\$100,000 per year.	1	20.0	20.0	40.0
	0	1	20.0	20.0	60.0
	DK	1	20.0	20.0	80.0
	For a specified dollar size of contract the project must have 15% of hours worked by apprentices.	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

**Is this amount fixed by law or agency policy?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	60.0	60.0	60.0
	No	1	20.0	20.0	80.0
	DK	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

**Does your state set a minimum contractor bid amount for OJT training?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	60.0	60.0	60.0
	No	2	40.0	40.0	100.0
	Total	5	100.0	100.0	

**Does your state department of transportation recruit applicants for the OJT program?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	1	20.0	20.0	20.0
No	4	80.0	80.0	100.0
Total	5	100.0	100.0	

**How, if at all, does your state certify successful OJT trainees?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Program monitored by DLI.	1	20.0	20.0	20.0
State Department of Labor certifies apprentices, for other program DOT sends a certificate upon completion.	1	20.0	20.0	40.0
State sends out a certificate and laminated wallet card.	1	20.0	20.0	60.0
The prime contractor is supposed to supply certificates to DOT but they never do.	1	20.0	20.0	80.0
The state does not certify trainees, contractors can.	1	20.0	20.0	100.0
Total	5	100.0	100.0	

**Do you consider 500 training hours sufficient to be considered a journeyman in a trainee's job classification?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	1	20.0	20.0	20.0
No	4	80.0	80.0	100.0
Total	5	100.0	100.0	

**What about contractors, do contractors consider 500 training hours sufficient to be considered a journeyman in a trainee's job classification?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	1	20.0	20.0	20.0
No	4	80.0	80.0	100.0
Total	5	100.0	100.0	

**Do you know of a model of OJT training that has a high success rate?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Arizona is an impressive program.	1	20.0	20.0	20.0
	Contractor-financed and contractor non-profit run programs are high quality but hard to recruit for due to student cost.	1	20.0	20.0	40.0
	Minnesota?	1	20.0	20.0	60.0
	No	2	40.0	40.0	100.0
	Total	5	100.0	100.0	

**If you were going to construct an ideal OJT training model what key elements would you include?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Develop good training standards for contractors.	1	20.0	20.0	20.0
	Incorporate some classroom as well as hands on.	1	20.0	20.0	40.0
	Keep using face-to-face visits with trainees.				
	Trainees will tell a contractor things they won't tell DOT.	1	20.0	20.0	60.0
	Program needs buy-in from contractors, needs good recruiting.	1	20.0	20.0	80.0
	Program needs enough staff to do retention follow-ups, add remedial math.	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

**Does your state happen to have any research data about your state's OJT program that you would be willing to share?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	1	20.0	20.0	20.0
	No	4	80.0	80.0	100.0
	Total	5	100.0	100.0	



**APPENDIX B: VERBATIM RESPONSES TO THE TRAINEE QUESTIONNAIRE**

**REASONSAT. Why do you say that? (Reason for satisfaction with OJT training.)**

	Why satisfaction level
1	Taught me everything I needed to know
2	The guys were a lot of help to me
3	I learned something
4	Learned as much as I could from person teaching me
5	Learned what I needed
6	Taught and showed you a lot
7	They had a lot of updated current information details
8	They were knowledgeable and patient tried a lot of things
9	Just thought it was good
10	Worked out good no complaints
11	Company provides good job training
12	Showed me how to do things well stick with you till you learn it
13	Passed all the tests knowledge they passed on they are willing to work with you and make sure you learned
14	Patient, they showed me how, and they were helpful
15	Instructors go step by step and don't rush
16	Get along with crew
17	Guys I work with are great
18	Worked with nice people and answered questions
19	I didn't have problem finding job was qualified
20	Training gives good reference
21	Like the program wish it was shorter
22	Liked the job
23	Because I learned I can drive
24	Get to run new pieces of equipment
25	Nice boss and like the job
26	The supervisor I had did a good job and was helpful
27	Company I worked for was a good company
28	They were really good at explaining everything
29	Anything on the job is better than school
30	Because instructors one on one not big class
31	Gave some really good scores
32	Pretty much learned myself
33	Don't spend enough time with you
34	You are thrown on equipment and told to take it and go
35	Just had to start in truck
36	they throw you on in and tell you to go learn a lot on your own
37	They didn't take the time learned more from workers than bosses
38	Because they said I was to have enough time to learn things like maintenance procedures and things that we never carried through
39	Would have been nice to pour something that people were going to use
40	Didn't do as much as I would have liked
41	Didn't focus on one particular job more all around not what signed up for
42	Not much training

43	Not enough hands on
44	See others favored, favoritism, didn't get heavy equipment operator, wage less than others (wages for Riverside and Deatly Montana trainees less than those they brought from WA)
45	I believe that
46	MISSING
47	MISSING
48	MISSING
49	MISSING
50	MISSING
Total	N

50

**WHYSTAY. What aspect of the training you received contributed most to you staying in the program?**

	What aspect of the training you received contributed most to you staying in the program?
1	Family
2	Make money to support children
3	Money
4	Probably the pay scale
5	The cash
6	The money
7	The money
8	The money at the end
9	3 days off year around keeps me in shape and money
10	Need more hours
11	The money
12	The money and wanting to do something like that
13	Basics I needed learning the tricks and what to look for when to pour and when not to pour
14	learning operating skills for greater job opportunity
15	Liked learning anything new in construction field
16	needed the training good environment
17	Was able to learn and do what I intended to do learned all the trucks that were available
18	Driving the equipment
19	The driving
20	Learned what to do and make good money
21	Hands on
22	Hands on and got to run some equipment
23	Hands on
24	Interesting and safety
25	Interesting fun to be at time didn't drag
26	Interesting to learn and the paychecks
27	I liked the fast pace
28	I like it
29	Job itself

30	Instructors	
31	Really enjoyed instructors, had to stick to my commitment	
32	Patient with me, it is a good company, helpful	
33	Friendly environment	
34	The other workers	
35	The company was good received good pay	
36	The quality of the business no complaints	
37	Offered job the next year I came back learned enough to survive	
38	I was treated good	
39	Good opportunity to learn good job	
40	Even time to adjust to where I wanted to be and I get rehired when I finish	
41	All of it	
42	Not fired	
43	Respondent did not finish program	
44	Respondent did not finish program	
45	Respondent did not finish program	
46	Respondent did not finish program	
47	Respondent did not finish program	
48	MISSING	
49	MISSING	
50	MISSING	
Total	N	50

## **APPENDIX C: FINAL QUESTIONNAIRES**

**TRAINEE QUESTIONNAIRE**

Hello, my name is [INSERT YOUR FIRST AND LASTNAME].  
 I'm calling from The University of Montana (here) in Missoula. We're doing a survey on behalf of the Montana Department of Transportation to find out about trainees' experiences in the On the Job Training Program.

May I speak with \_\_\_\_\_ ?

IF RESPONDENT NOT AVAILABLE, MAKE APPOINTMENT FOR INTERVIEW.

READ THE FOLLOWING CONFIDENTIALITY STATEMENT TO ALL RESPONDENTS:

Before we start, I want to assure you that this interview is completely confidential and voluntary. If we should come to a question you don't want to answer; just let me know and we'll go on to the next question. This interview should take about 10 minutes.

Are you currently participating in Montana Department of Transportation's on the job training program, did you recently complete your program, or have you chosen to do something else?

Currently participating	3 (NUMBERS REPRESENT CODES IN DATA SET)
Recently completed	2
Doing something else	1
DK	8

What type of job are (were) you training for? IF NO LONGER IN PROGRAM, THEN CAPTURE WHAT JOB THEY DID TRAIN FOR.

	<u>Yes</u>	<u>No</u>	<u>DK</u>
a. Carpenter	1	2	8
b. Laborer	1	2	8
c. Heavy equipment operator	1	2	8
d. Truck driver	1	2	8
e. Cement mason	1	2	8
f. Mechanic	1	2	8
g. Electrician	1	2	8
h. Iron worker	1	2	8
i. Other (specify) _____	1	2	8

Thinking now about your overall experience in the on the job training program, would you say that the quality of the training you have received (so far) was?

Excellent	4
Good	3
Fair	2
Poor	1
DK	8

Why do you say that?

\_\_\_\_\_

**Would you recommend the Montana Department of Transportation on the job training program to others seeking a job in the construction industry, or not?**

Would recommend	1
Would not recommend	2
DK	8

**Did (has) the training you have received (so far) meet (met) the expectations you had before you started about preparing you for your career, or did the training fail to meet the expectations you had before the training started?**

Training met expectations	1
Training failed to meet expectations	2
DK	8

**How organized is (was) the training that you have received?**

Very organized	4
Somewhat organized	3
Somewhat disorganized	2
Very disorganized	1
DK	8

**How clear and understandable is (was) the instruction that you have received?**

Very clear	4
Somewhat clear	3
Somewhat unclear	2
Very unclear	1
DK	8

**How useful is (was) the written training material that you receive (received) as a part of your training?**

Very useful	4
Somewhat useful	3
Not very useful	2
Not at all useful	1
DK	8

**How much, if any, of your training did you have the opportunity to design yourself?**

Almost all	5
More than half	4
About half	3
Less than half	2
Almost none or none	1
DK	8

**How effective are (were) the training methods used by your trainer?**

Very effective	4
Somewhat effective	3
Somewhat ineffective	2
Very ineffective	1
DK	8

**How knowledgeable is (was) your trainer about the subject he or she teaches (taught)?**

Very knowledgeable	4
Somewhat knowledgeable	3
Not very knowledgeable	2
Not at all knowledgeable	1
DK	8

**How enthusiastic is (was) your trainer about the subjects he or she teaches (taught)? IF NECESSARY: ENTHUSIASTIC HERE MEANS EXCITED, MOTIVATED, THINKS THE SUBJECT IS VERY IMPORTANT.**

Very enthusiastic	4
Somewhat enthusiastic	3
Not very enthusiastic	2
Not at all enthusiastic	1
DK	8

**How respectful has your trainer been toward you?**

Very respectful	4
Somewhat respectful	3
Somewhat disrespectful	2
Very disrespectful	1
DK	8

**Has your trainer treated you?**

Very fairly	4
Somewhat fairly	3
Somewhat unfairly	2
Very unfairly	1
DK	8

**Does (did) your trainer spend enough time with you for you to learn what you need to know or does (did) your trainer not spend enough time with you for you to learn what you need to know?**

Spends enough time	1
Does not spend enough time	2
DK	8

**Do you happen to recall whether or not any representative of Montana Department of Transportation personally observed your training while it was happening?**

MDT rep did observe training	1
MDT rep did not observe training	2
DK	8

**Did you feel you were treated appropriately in your training environment with regard to your?**

	Yes	No	DK
a. Gender	1	2	8
b. Race	1	2	8
c. Skin color	1	2	8
d. Age	1	2	8
e. Country where you or your parents were born	1	2	8
f. Disability status	1	2	8
g. Religion	1	2	8

**ASK ONLY IF STATUS = 1. Next I'm going to read a list of reasons that some trainees have given for leaving the on the job training program. For each reason, please tell me if that reason applies to you.**

	Yes	No	DK
a. Working conditions	1	2	8
b. Actions by my co-workers or team	1	2	8
c. Actions by my supervisor	1	2	8
d. Actions by top management	1	2	8
e. Pay issues	1	2	8
f. Benefits issues	1	2	8
g. Lack of a challenge	1	2	8
h. Lack of promotion opportunities	1	2	8
i. Lack of training	1	2	8
j. Not enough or poor tools, equipment, support	1	2	8
k. Lack of job security	1	2	8
l. Not appreciated by my supervisor	1	2	8
m. Business not performing well	1	2	8

n. Received an offer I couldn't refuse	1	2	8
o. Non-work related reasons	1	2	8
p. Discrimination because of my gender	1	2	8
q. Discrimination because of my race	1	2	8
r. Discrimination because of skin color	1	2	8
s. Discrimination because of my age	1	2	8
t. Discrimination because of the country where I was born or my parents were born	1	2	8
u. Discrimination because of my disability	1	2	8
v. Discrimination because of my religion	1	2	8
w Other (specify _____)	1	2	8

**ASK ONLY IF STATUS = 1. Did the training you received in this program help you to get another construction job, or not?**

Yes	1
No	2
DK	8

**What aspect of the training you received contributed most to you staying in the program?**

\_\_\_\_\_ contributed most to staying in the program

**The next few questions are for classification purposes only.**

**How old were you on your last birthday?**

\_\_\_\_\_ years

**What is the highest level of education you, yourself, have completed?**

Grade 8 or less .....	1
Grade 9-11; Some high school, but no diploma.....	2
High school graduate (or equivalent; GED; vocational/trade school graduate) .....	3
Some college, but no degree (including trade school) .....	4
Associate degree (1-2 yr. occupational, technical or academic program) .....	5
Four year college graduate.....	6
Advanced degree (including master's, professional degree, or doctorate).....	7
Don't know .....	8

**Are you Spanish/Hispanic/Latino?**

Yes	1
No	0

**What is your race? Are you?** READ EACH OPTION. CHOOSE ONE OR MORE RACES TO INDICATE WHAT THIS PERSON CONSIDERS HIMSELF/HERSELF TO BE.

American Indian or Alaska Native	1
Black, African American, or Negro	2
White	3
Asian or Pacific Islander	4
Other Race (specify) _____	5
DK	8

**Do you, yourself, have any of the following long-lasting conditions?**

a. Blindness, deafness, or a severe vision or hearing impairment?

Yes	1
No	2
DK	8

b. A condition that substantially limits one or more basic physical activities such as walking, climbing stairs, reaching, lifting, or carrying?

Yes	1
No	2
DK	8

**Because of a physical, mental, or emotional condition lasting 6 months or more, do you, yourself, have any difficulty in doing any of the following activities?**

a. Learning, remembering, or concentrating?

Yes	1
No	2
DK	8

b. Dressing, bathing, or getting around inside the home?

Yes	1
No	2
DK	8

**Because of a physical, mental, or emotional condition lasting 6 months or more, you, yourself, have any difficulty in doing any of the following activities?**

a. Going outside the home alone to shop or visit a doctor's office?

Yes	1
No	2
DK	8

b. Working at a job or business?

Yes	1
No	2
DK	8

**I am going to read you a list of income categories. Which category represents your total household income from all sources in the year 2005 before taxes and other deductions?**

100,000 dollars or more	1
Between 75,000 and 100,000 dollars	2
Between 50,000 and 75,000 dollars	3
Between 35,000 and 50,000 dollars	4
Between 20,000 and 35,000 dollars	5
Between 15,000 and 20,000 dollars	6
Between 10,000 and 15,000 dollars	7
Under 10,000 dollars	8
DK	98
REFUSED	99

**Thank you very much for your time and effort!**

ENTER NUMBER AFTER INTERVIEW COMPLETE.

Female	1
Male	2

## MDT CONTRACTOR QUESTIONNAIRE

Hello, my name is [INSERT YOUR FIRST AND LASTNAME].

I'm calling from The University of Montana (here) in Missoula. We're doing a survey on behalf of the Montana Department of Transportation to find out about contractors' experiences in the On the Job Training Program.

May I speak with \_\_\_\_\_ ?

IF RESPONDENT NOT AVAILABLE, MAKE APPOINTMENT FOR INTERVIEW.

READ THE FOLLOWING CONFIDENTIALITY STATEMENT TO ALL RESPONDENTS:

**Before we start, I want to assure you that this interview is completely confidential and voluntary. If we should come to a question you don't want to answer; just let me know and we'll go on to the next question. This interview should take about 10 minutes.**

**What is your position or title at your company?**

\_\_\_\_\_

**How long have you, yourself, worked with the Montana Department of Transportation OJT program?**

\_\_\_\_\_ years

**If you were advising a young person just getting in to highway construction, which job should they start out in to position themselves best for career progression? Should they start out as a?**  
PROMPT: IF YOU HAD TO GIVE AN OVERALL OR GENERAL CASE ANSWER, WHICH OCCUPATION SHOULD THEY CHOOSE FIRST?

Laborer	1
Carpenter	2
Truck driver	3
Operator	4
DK	8

**Then which occupation should they choose?**

Laborer	1
Carpenter	2
Truck driver	3
Operator	4
DK	8

**Then which occupation should they choose?**

Laborer	1
Carpenter	2
Truck driver	3
Operator	4
DK	8

**Based on your knowledge and experience, should highway construction training be focused on developed on?**

Developing high skills in one occupation, OR	1
Developing general skills from occupation combinations like Operator and Truck Driver	2
DK	8

**Thinking now about your overall experience with the on the job training program, would you say that the overall quality of the program is?**

Excellent	4
Good	3
Fair	2
Poor	1
DK	8

**Why do you say that?**

\_\_\_\_\_

**Would you say that the highway construction skill level of a 500 hour OJT trainee at the conclusion of their training is?**

Excellent	4
Good	3
Fair	2
Poor	1
DK	8

**Would you say the general highway construction knowledge level of a 500 hour OJT trainee at the conclusion of their training is?**

Excellent	4
Good	3
Fair	2
Poor	1
DK	8

**Would you say the general work ethic of a 500 hour OJT trainee at the conclusion of their training is?**

Excellent	4
Good	3
Fair	2
Poor	1
DK	8

**Some trainees say that trainers don't spend enough time with them, while others don't mention this problem. Based on what you know are the trainers at your company able to spend enough time with trainees or is it difficult given all they have to do to spend enough time?**

Respondent says trainers spend enough time	1
Respondent says it is difficult for trainers to spend enough time	2
DK	3

**Next I'm going to ask you to compare the overall training level of a person who completes a 500 hour OJT program with the overall training level of a person who completes a few other types of training programs.**

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a 1,000 hour union apprenticeship graduate?**

Higher	3
About the same	2
Lower	1
DK	8

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a two-year Job Corps training program graduate?**

Higher	3
About the same	2
Lower	1
DK	8

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a one-year tribal college training program graduate?**

Higher	3
About the same	2
Lower	1
DK	8

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than an applicant with one years of experience but no high school diploma or GED?**

Higher	3
About the same	2
Lower	1
DK	8

**Would you say the overall training level of an OJT training program graduate is higher, about the same, or lower than a person with a high school diploma or GED but no construction experience?**

Higher	3
About the same	2
Lower	1
DK	8

**If an OJT trainee completed your training program with average or higher scores and you had a job opening, would you hire them, or not?**

Would hire OJT grad	1
Would not hire OJT grad	2
DK	8

**What about an OJT trainee from another company, if they completed another company's OJT program with average or higher scores and have a job opening would you hire them, or not?**

Would hire OJT grad from other company	1
Would not hire OJT grad from other company	2
DK	8

**Do you think that the 500 hour OJT program is long enough to train a person to journeyman status, or not?**

The program is long enough	1
The program is not long enough	2
DK	8

**Based on everything that you know do you think the trainers at your company get enough training and supervision themselves, or does your company find it difficult to give the trainers enough supervision and training?**

Trainers get enough supervision and training	1
It is difficult for company to provide trainers supervision and training	2
DK	8

**What are the main obstacles your company faces when providing OJT training**

\_\_\_\_\_

**What are the main benefits your company receives from providing OJT training?**

\_\_\_\_\_

**What is the main thing that causes OJT trainees to quit the program before completing it?**

\_\_\_\_\_

**What is the best way to keep OJT trainees actively participating in the program until completion?**

\_\_\_\_\_

**In your experience, what characteristic of OJT trainees is the best indicator that they will be successful in the program?**

\_\_\_\_\_

**Based on what you have experienced, does race have any impact on training an OJT person? What might that be?**

\_\_\_\_\_

**Is there anything about American Indian culture that helps or hurts an OJT trainee? What might that be?**

\_\_\_\_\_

**What about gender? Does gender have any impact on training an OJT person? What might that be?**

\_\_\_\_\_

**Is there anything about their gender that helps or hurts an OJT trainee? What might that be?**

\_\_\_\_\_

**What about religion? Does religion have any impact on training an OJT person? What might that be?**

\_\_\_\_\_

**What about age? Does age have any impact on training an OJT person? What might that be?**

\_\_\_\_\_

**What about skin color? Does skin color have any impact on training an OJT person? What might that be?**

\_\_\_\_\_

**What about national origin? Does national origin have any impact on training an OJT person? What might that be?**

\_\_\_\_\_

**What about handicaps? Do handicaps have any impact on training an OJT person? What might that be?**

\_\_\_\_\_

**From what you have observed, do your trainers adjust their training methods based on differences in trainee race, gender, or handicap condition, or not?**

Trainers do adjust	1
Trainers do not adjust	2
DK	8

**Why or why not?**

\_\_\_\_\_

**Thank you very much for your time and effort!**

**MDT FIELD STAFF QUESTIONNAIRE**

**Hello, my name is [INSERT YOUR FIRST AND LASTNAME].  
I'm calling from The University of Montana (here) in Missoula. We're doing a study the  
Montana Department of Transportation to find out about MDT staff's experiences with and  
opinions about the On the Job Training Program.**

**May I speak with \_\_\_\_\_ ?**

IF RESPONDENT NOT AVAILABLE, MAKE APPOINTMENT FOR INTERVIEW.

READ THE FOLLOWING CONFIDENTIALITY STATEMENT TO ALL RESPONDENTS:

**Before we start, I want to assure you that this interview is completely confidential and  
voluntary. If we should come to a question you don't want to answer; just let me know and we'll  
go on to the next question. This interview should take about 10 minutes.**

**What is your position or title at MDT?**

\_\_\_\_\_

**How long have you, yourself, worked with the Montana Department of Transportation OJT  
program?**

\_\_\_\_\_ years

**Based on your experience, would you hire an OJT trainee who has completed the program with  
average or better scores for an entry-level MDT Engineering Aide position, or not?**

- Would hire 1
- Would not hire 2
- DK 8

**Why or why not?**

\_\_\_\_\_

**Thinking now about your overall experience with the on the job training program, would you  
say that the overall quality of the program is?**

- Excellent 4
- Good 3
- Fair 2
- Poor 1
- DK 8

**Why do you say that?**

\_\_\_\_\_

**Do you think that OJT trainees receive enough training in the program to get a job in their training classification after program completion?**

Trainees do receive enough training to get a job	1
Trainees don't receive enough training to get a job	2
DK	8

**Why do you say that?**

\_\_\_\_\_

**The next few questions ask about contractors and their role in the OJT training program.**

**Do you think that contractor trainers spend enough time with trainees to provide the required knowledge and skills, or do they spend too little time with trainees?**

Trainers spend enough time	1
Trainers spend too little time	2
DK	8

**In your experience do contractors follow the training plans they have submitted, or not?**

Trainers do follow the training plan	1
Trainers do not follow the training plan	2
DK	8

**Do contractors adapt their training to the gender, race, or handicap of the trainee, or not?**

Trainers do adapt their training	1
Trainers do not adapt their training	2
DK	8

**In your experience, how often if at all has racial bias caused a trainee to terminate from the program before completion? PROMPT: YOUR BEST ESTIMATE IS OK.**

\_\_\_\_\_ estimated number of early terminations

**In your experience, how often if at all has gender bias caused a trainee to terminate from the program before completion? PROMPT: YOUR BEST ESTIMATE IS OK.**

\_\_\_\_\_ estimated number of early terminations

**Do you find that contractors usually submit training reports on time, or that they are very often late?**

Contractors submit reports on time usually	1
Contractors very often submit reports late	2
DK	8

**Are trainees usually placed in their training slot when their training work begins, or not?**

Trainees are usually placed when training work begins	1
Trainees are often not placed when training work begins	2
DK	8

**Are training plans usually approved before work begins, or not?**

Training plans are usually approved when training work begins	1
Training plans are often NOT approved when training work begins	2
DK	8

**How often if at all do trainees experience problems being paid the correct wages by contractors?**

Very often	4
Somewhat often	3
Not very often	2
Not at all	1
DK	8

**The next few questions focus more specifically on your role in the OJT program.**

**Would you say that you are usually able to monitor and log twice daily the OJT training or is this just not realistic?**

Respondent is usually able to log training	1
Respondent says this is not realistic	2
DK	8

**All things considered, do you think you have enough time to spend 10 minutes with each trainee once per week, or not?**

Respondent has enough time	1
Respondent does not have enough time	2
DK	8

**Do you happen to be able to be present when training plans are presented to trainees, or not?**

Respondent is able to be present	1
Respondent is not able to be present	2
DK	8

**Do you consider yourself to be a recruiter for actual MDT jobs, or not?**

Respondent says he or she is a recruiter	1
Respondent says he or she is not a recruiter	2
DK	8

**How do you, yourself enforce the provision that the contractor provide the trainee with a certification of the length and type of training received?**

---

**Overall, what would you suggest MDT do to make the OJT program better? PROMPT: WHAT IF TIME AND MONEY WERE NOT AN OBJECT?**

---

**Thank you for your time and effort!**

**OTHER STATE DOT STAFF QUESTIONNAIRE**

Hello, my name is [INSERT YOUR FIRST AND LASTNAME].  
I'm calling from The University of Montana (here) in Missoula. We're doing a study the Montana Department of Transportation to find out about other state department of transportation staff's experiences with and opinions about their state's On the Job Training Program.

May I speak with \_\_\_\_\_ ?

IF RESPONDENT NOT AVAILABLE, MAKE APPOINTMENT FOR INTERVIEW.

READ THE FOLLOWING CONFIDENTIALITY STATEMENT TO ALL RESPONDENTS:

Before we start, I want to assure you that this interview is completely confidential and voluntary. If we should come to a question you don't want to answer; just let me know and we'll go on to the next question. This interview should take about 10 minutes.

What is your position or title at DOT?

\_\_\_\_\_

How long have you, yourself, worked with the [STATE] OJT program?

\_\_\_\_\_ years

Thinking now about your overall experience with [STATE]'s on the job training program, would you say that the overall quality of the program is?

- Excellent 4
- Good 3
- Fair 2
- Poor 1
- DK 8

Why do you say that?

\_\_\_\_\_

Does your state provide OJT training plans or do contractors develop there own plans?

- State provides plans 1
- Contractors develop plans 2
- Other \_ \_\_\_\_\_ 3
- DK 8

What is your states yearly OJT trainee drop out rate? PROBE: YOUR BEST GUESS IS OK.

\_\_\_\_\_ % per year

**Based on what you know would you rate your state's level of trainee satisfaction as?**

Excellent	4
Good	3
Fair	2
Poor	1
DK	8

**Do you happen to know what percentage of trainees would recommend the OJT program to others?**

\_\_\_\_\_ %

**What is the main reason your trainees stay in the program until completion?**

\_\_\_\_\_

**What is the main reason your trainees leave the program before completion?**

\_\_\_\_\_

**On average, about how many trainees does your state train per year?**

\_\_\_\_\_

**How does your state allocate trainees slots to contractors?**

Project by project	1
Largest previous year contractors get most and so on	2
Other _____	3
DK	8

**What role does your field staff play in assuring training is conducted as described in the training plan or contract?**

\_\_\_\_\_

**How does your state assess the effectiveness of the OJT program?**

\_\_\_\_\_

**What percentage of total federal highway construction funds does your state set aside each year for OJT training programs?**

-- \_\_\_\_\_ % per year

**Is this amount fixed by law or agency policy?**

Yes 1  
No 2  
DK 8

**Does your state set a minimum contractor bid amount for OJT training?**

Yes 1  
No 2  
DK 8

**Does your state department of transportation recruit applicants for the OJT program?**

Yes 1  
No 2  
DK 8

**How, if at all, does your state certify successful OJT trainees?**

\_\_\_\_\_

**Do you consider 500 training hours sufficient to be considered a journeyman in a trainee's job classification?**

Yes 1  
No 2  
DK 8

**What about contractors, do contractors consider 500 training hours sufficient to be considered a journeyman in a trainee's job classification?**

Yes 1  
No 2  
DK 8

**Do you know of a model of OJT training that has a high success rate? What is that model?**

\_\_\_\_\_

**If you were going to construct an ideal OJT training model what key elements would you include?**

\_\_\_\_\_

**Does your state happen to have any research data about your state's OJT program that you would be willing to share?**

Yes	1
No	2
DK	8

**Thank you for your time and effort!**

150 copies of this public document were produced at an estimated cost of \$2.78 each, for a total cost of \$416.37. This includes \$149.10 for postage and \$267.27 for printing.