



STANDARDS OF APPRENTICESHIP
adopted by

INLAND NORTHWEST ASSOCIATED GENERAL CONTRACTORS
LABORERS APPRENTICESHIP COMMITTEE

(sponsor name)

Table with 3 columns: Occupational Objective(s), SOC#, Term. Row 1: LABORER, 47-2061.00, 6000 HOURS



APPROVED BY
Washington State Apprenticeship and Training Council
REGISTERED WITH
Apprenticeship Section of Fraud Prevention and Labor Standards Division
Washington State Department Labor and Industries
Post Office Box 44530
Olympia, Washington 98504-4530

APPROVAL:

APRIL 16, 2015
Initial Approval

Committee Amended

Standards Amended (review)

Standards Amended (administrative)

By: ED KOMMERS
Chair of Council

By: ELIZABETH SMITH
Secretary of Council

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INTRODUCTORY STATEMENT

The director of the Department of Labor and Industries appointed the Washington State Apprenticeship and Training Council (WSATC) as the regulatory body responsible for developing, administering, and enforcing apprenticeship program standards (Standards) for the operation and success of apprenticeship and training programs in the State of Washington. Apprenticeship program sponsors function, administer, or relinquish authority only with the consent of the WSATC. Furthermore, only apprentices registered with the supervisor or recognized under the terms and conditions of a reciprocal agreement will be recognized by the WSATC. Parties signatory to these standards of apprenticeship declare their purpose and policy is to establish and sponsor an organized system of registered apprenticeship training and education.

These Standards are in conformity and are to be used in conjunction with the Apprenticeship Rules, chapter 296-05 WAC (Washington Administrative Code); Apprenticeship Act, chapter 49.04 RCW (Revised Code of Washington); The National Apprenticeship Act, 29 U.S.C. (United States Code) 50; Apprenticeship Programs, Title 29 Part 29 CFR (Code of Federal Regulations); and Equal Employment Opportunity in Apprenticeship and Training, Title 29 Part 30 CFR which govern employment and training in apprenticeable occupations. They are part of this apprenticeship agreement and bind all signers to compliance with all provisions of registered apprenticeship. Additional information may need to be maintained by the program sponsor that is supplemental to these apprenticeship standards. This information is for purposes of ensuring compliance with decisions of the WSATC and the apprenticeship laws identified above.

If approved by the council, such amendment/s and such changes as adopted by the council shall be binding to all parties. Program sponsors shall notify apprentices and employer training agents (if applicable) of changes when they are adopted by the council. If and when any part of these Standards becomes illegal, as pertains to federal and/or state law, that part and that part alone will become inoperative and null and void, and the Department of Labor and Industries (Department) may adopt language that will conform to applicable law. The remainder of the Standards will remain in full force and effect.

Sections of these standards identified as bold "insert text" fields are specific to the individual program standards and may be modified by a sponsor submitting a revised standard for approval by the WSATC. All other sections of the standards are boilerplate and may only be modified by the WSATC.

See WAC 296-05-003 for the definitions necessary for use with these Standards.

Sponsor Introductory Statement (Optional):

The following Apprenticeship Standards have been prepared by representatives of the Inland Northwest Associated General Contractors of America, Spokane, Washington, with the assistance of the Washington State Department of Labor & Industries, Apprenticeship Section. When approved by and registered with the Registration Agency, these standards shall govern the training of Laborer in this industry.

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I. GEOGRAPHIC AREA COVERED:

The sponsor has no authority to conduct training outside of the geographical area covered by these Standards. The sponsor may enter into an agreement [portability agreements – see WAC 296-05-303(4)(g)] with other sponsors for the use of apprentices by training agents that are working outside of their approved geographic area. Also, the WSATC may recognize and approve out-of-state apprenticeship programs and standards if certain conditions are met and the out-of-state sponsoring entity requests it (see WAC 296-05-327). Apprenticeship program sponsors will ensure compliance with the provisions of any agreement recognized by the WSATC.

The following counties in the state of Washington - Adams, Asotin, Benton, Chelan, Columbia, Douglas, Ferry, Franklin, Garfield, Grant, Kittitas, Klickitat, Lincoln, Okanogan, Pend Oreille, Spokane, Stevens, Walla Walla, Whitman and Yakima.

Applicants and apprentices please note that while the State of Washington has no responsibility or authority in the state of Idaho, the INW AGC Laborers Apprenticeship Committee will apply the same standards and guidelines to apprentices registered in the program while working in the state of Idaho.

II. MINIMUM QUALIFICATIONS:

Minimum qualifications must be clearly stated and applied in a nondiscriminatory manner [see WAC 296-05-316(17)].

Age: **At least 18 years of age.**

Education: **Tenth grade education or equivalent.**

Physical: **Must be able to meet the physical requirements of the trade. A Job Analysis will be provided with the application outlining the physical requirements.**

Testing: **None**

Other: **All applicants must have a current valid driver license and dependable transportation to all assigned job sites.**

All applicants shall submit to the Apprenticeship Office and/or Committee representative a copy of their current valid driver license, I-9 Employment Verification Documents, and documentation/transcript validating 10th grade education or the equivalent.

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III. CONDUCT OF PROGRAM UNDER WASHINGTON EQUAL EMPLOYMENT OPPORTUNITY PLAN:

Sponsors with five (5) or more apprentices must adopt an Equal Employment Opportunity (EEO) Plan and Selection Procedures (see Part D of chapter 296-05 WAC and 29 CFR Part 30).

The recruitment, selection, employment and training of apprentices during their apprenticeship shall be without discrimination because of race, sex, color, religion, creed, national origin, age, sexual orientation, marital status, veteran or military status, the presence of a disability or any other characteristic protected by law. The sponsor shall take positive action to provide equal opportunity in apprenticeship and will operate the apprenticeship program as required by the rules of the Washington State Apprenticeship and Training Council (chapter 296-05 WAC) and Title 29, Part 30 of the Code of Federal Regulations.

A. Selection Procedures:

All applicants will, at their expense, take and pass a drug test with negative findings prior to registration as an apprentice. This procedure includes direct entry individuals. The drug test shall be conducted by an Apprenticeship Committee and/or Training Agent approved lab. The testing fee will be applied to apprentice tuition if the results are demonstrated as negative.

- 1. The Apprenticeship Committee or their designee shall determine the number of new apprentices to be accepted after examining the projected work picture and available work force.**
- 2. Applications will be available on a year round basis Monday through Friday, 9:30 AM to 3:00 PM excluding Federal and State holidays to all interested individuals at the Inland Northwest Associated General Contractors Laborers Apprenticeship office location:**

**2110 North Fancher Road
Spokane, Washington 99212**

**Applications are also available on line at
<http://www.nwagcapprenticeship.org/>**

- 3. Applicants will be required to sign for applications, which will be numbered to respond with their names. No person shall sign for another individual's application. All applicants shall submit to the Apprenticeship Office and/or Committee representative the required documents as follows; a copy of their current valid driver license, I-9 Employment Verification Documents, documentation/transcript validating 10th grade education or**

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the equivalent, and a legibly completed, signed, and dated apprenticeship application form. Upon the apprenticeship office's receipt of applicants completed application and documentation, the applicant will be eligible for an interview. As the industry has a need to register individuals, eligible applicants will be notified and scheduled for an interview. Interviews will be held on an as needed basis.

4. Only completed applications are valid, and on file at the apprenticeship office until the applicant is interviewed.
5. All qualifying applicants shall be scored and ranked by the Apprenticeship Committee and/or committee representative using an objective interview system and a scored application questionnaire. All applicants will be asked identical questions and will be graded based on a pre-determined scoring system.
6. After interviews, all ranked qualified applicants shall be placed on the Ready-to-Dispatch List for their area, subject to selection for a period of two years, based on their cumulative score from the application questionnaire and the interview.
7. When the Apprenticeship Committee needs to place one or more applicants on a job, the applicant with the highest ranking will be referred first if there are no apprentices on the appropriate area Out-of-Work List (OOWL.) Exception: If there are apprentices on the OOWL but they cannot be contacted, then individual can be brought from the Ready-For-Dispatch List. Thereafter, the apprentices will register on the appropriate Out-Of-Work List.
8. The Apprenticeship Committee will maintain Ready-to-Dispatch Lists and Out-of-Work Lists for three separate geographical areas - Eastern Washington, Central Washington and Western Washington.
9. The order of qualified applicant scores may be superseded to meet ATC affirmative action goals in conformance with the Washington State Apprenticeship and Training Council rules.
10. All applicants, once registered in the program, must complete a 40-hour Safety & Orientation Training Class within 6 months. This training will count towards the required RSI hours.
11. Applicants with previous laborer experience or training in the trade may request to have these verifiable hours applied toward their apprenticeship program. Individuals requesting previous experience would come before the Apprenticeship Committee for review and recommendation on a case by case basis.

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- Education:** Currently have or are working towards achieving a 10th grade education or equivalent
- Physical:** Must be able to meet the physical requirements of the trade. A Job Analysis will be provided with the application outlining the physical requirements.
- Testing:** None
- Other:** Should have dependable transportation to all assigned jobsites. Should currently have, or are working towards achieving a valid driver's license.

a. Employer (Training Agent Requirements)

- (1) All employers working on federal/state recognized reservations requesting "Approved Training Agent" status shall sign an agreement to comply with all Federal and State apprenticeship rules and the appropriate Apprentice Standards.**
- (2) Are within journey-level to apprentice ratio as determined by the INW AGC Construction Laborer AC.**

B. Equal Employment Opportunity Plan:

- 1. Distributing information about the nature of apprenticeship programs, program admission requirements, current apprenticeship opportunities, sources of apprenticeship applications, and the equal opportunity policy of the sponsor.**
- 2. Participating in workshops conducted by employment service agencies, school districts, and community based organizations to increase apprenticeship program awareness of apprenticeship opportunities.**
- 3. Cooperating with local school districts, vocational education systems, and school employees to develop programs for preparing students to meet the standards and criteria required to qualify for entry into apprenticeship programs.**
- 4. Increasing awareness of a sponsor's equal opportunity policy within the sponsor's organization.**

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5. **Participating in existing outreach programs whose focus is the recruitment and preparation of minority and female apprenticeship applicants.**
6. **Developing outreach programs whose focus is the recruitment and preparation of minority and female apprenticeship applicants.**
7. **Encouraging the development and use of programs for apprenticeship preparation education or other work related experiences that prepare candidates for apprenticeship.**
8. **Engaging in other activities to ensure that the recruitment, selection, employment, and training of apprentices without discrimination based upon race, color, religion, national origin, sex, age, disability or as otherwise specified by law.**

Discrimination Complaints.

Any apprentice or applicant for apprenticeship who believes they have been discriminated against may file a complaint (WAC 296-05-443).

IV. TERM OF APPRENTICESHIP:

The minimum term of apprenticeship must not be less than 2000 hours of reasonably continuous employment in each occupation identified in these Standards. The term of apprenticeship must be stated in hours of employment [WAC 296-05-316(1)].

The term of apprenticeship shall be 6,000 hours of reasonably continuous employment, and shall include the initial probationary period.

V. INITIAL PROBATIONARY PERIOD:

All apprentices are subject to an initial probationary period, stated in hours or months of employment for which they receive full credit toward completion of apprenticeship. Advance credit/standing will not reduce the initial probationary period. The initial probationary period [WAC 296-05-316(22)]:

1. Is the period following the apprentice's registration into the program and during which the apprentice's appeal rights are impaired. The initial probation must not exceed twenty percent (20%) of the term of apprenticeship or one year from date of registration, unless an exemption by the WSATC has been granted for longer probationary periods as specified by Civil Service or law.
2. Is the period that the WSATC or the supervisor of apprenticeship may terminate an apprenticeship agreement at the written request by any affected party. The

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sponsor or the apprentice of the apprenticeship agreement may terminate the agreement without a hearing or stated cause. An appeal process is available to apprentices who have completed the initial probationary period.

All apprentices employed in accordance with these Standards shall be subject to an initial probationary period of the first 1,200 hours of employment, or 1 year from registration.

During the initial probationary period, the apprenticeship registration may be canceled by either party without the formality of a hearing. The Registration Agency shall be notified of individual's status, effective date, total hours and cancellation.

VI. RATIO OF APPRENTICES TO JOURNEY LEVEL WORKERS:

Supervision is the necessary education, assistance, and control provided by a journey-level employee that is on the same job site at least seventy-five percent of each working day, unless otherwise approved by the WSATC. The sponsor will assure that apprentices are under the supervision of competent and qualified journey-level workers on the job who are responsible for the work being performed, to ensure safety and training in all phases of the work. Apprentices will work the same hours as journey-level workers, EXCEPT where such hours may interfere with related/supplemental instruction [WAC 296-05-316(5)].

The maximum number of apprentices to be employed per job site or shop shall be one (1) apprentice for each journey-level worker. This is to be interpreted as per job, not per employer.

At NO-TIME shall the ratio of workers exceed (1) apprentice per (1) journey-level worker on a job site.

VII. APPRENTICE WAGES AND WAGE PROGRESSION:

The apprentice will be paid a progressively increasing schedule of wages based on specified percentages of journey-level wage consistent with skills acquired [WAC 296-05-316(27)]. These may be indicated in hours or monthly periods set by the sponsor. The entry wage will not be less than the minimum wage prescribed by the Fair Labor Standards Act, where applicable, unless a higher wage is required by other applicable federal law, state law, respective regulations, or by collective bargaining agreement.

The sponsor may accelerate, by an evaluation process, the advancement of apprentices who demonstrate abilities and mastery of the occupation to the level for which they are qualified. When the apprentice is granted advanced standing the sponsor must notify the

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employer/training agent of the appropriate wage per the wage progression schedule specified in these Standards.

The Journey-Level Laborer wage rate will be the average Journey-Level Laborer wage rate for all of the employers participating in the INW AGC Laborer apprenticeship program. Once each year, all participating employers will be surveyed for the average wage rate of their Journey-Level Laborers performing non-prevailing wage work. The wage rates will be averaged to determine the minimum Journey-Level Laborer wage rate for the INW AGC Laborer apprenticeship program. Employers reserve the right to pay apprentices more than the wage determined by this average wage but they may not pay less.

Step	Number of hours/months	Percentage of journey-level rate
1	0000-1000 OJT hours and 80 total hours of RSI	60%
2	1001-2000 OJT hours and 160 total hours of RSI	70%
3	2001-3000 OJT hours and 240 total hours of RSI	80%
4	3001-4000 OJT hours and 320 total hours of RSI	85%
5	4001-5000 OJT hours and 400 total hours of RSI	90%
6	5001-6000 OJT hours and 480 total hours of RSI	95%

Wage progression is dependent on the apprentice having completed the applicable amount of OJT hours AND completing the required RSI hours.

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VIII. WORK PROCESSES:

The apprentice shall receive on the job instruction and experience as is necessary to become a qualified journey-level worker versed in the theory and practice of the occupation covered by these Standards. The following is a condensed schedule of work experience, which every apprentice shall follow as closely as conditions will permit.

Employers/training agents shall only use registered apprentices to perform the work processes as stated in this section. [WAC 296-05-303(5)(f)]

<u>Laborer</u>	<u>APPROXIMATE HOURS</u>
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1. General Skills	4000
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Site/Project Preparation and Maintenance

- Clearing, bucking and falling
- Transportation, dismantling and stockpiling of scaffolding and work platforms
- Grading (non-mechanized aspects of grading)
- Compaction (walk-behind compaction machinery)
- Layout and staking protocols
- Rigging and signaling for work traditionally performed by Construction Laborers
- Site preparation, clean-up, and security

Tools, Equipment, and Materials

- Tools, equipment, and material recognition and preparation
- Hand electric, gas, pneumatic and power tool/equipment use and maintenance
- Tool, equipment, and material storage and security

Safety

- Confined space safety
- Flagging, signing and traffic safety awareness
- Hazardous material recognition
- Trenching and site excavation

2. Specific Skills.....	2000
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Apprentices to gain experience in each of the following specific work groups:

Environmental Remediation

- Asbestos Abatement
- Hazardous Waste Abatement
- Lead Abatement

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Petro-Chemical Abatement
Radiation Remediation
Weatherization

Building Construction

Concrete (tending, placement, removal)
Landscaping
Mason/Plasterer Tending
Scaffold Building

Heavy/Highway Construction

Asphalt (non-mechanized asphalt & clean-up)
Drilling and Blasting (non-mechanized aspects of drilling & blasting)
Pipe Laying (work traditionally performed by Construction Laborers)
Tunnels and Shaft

Total Hours: 6000

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IX. RELATED/SUPPLEMENTAL INSTRUCTION:

The apprentice must attend related/supplemental instruction (RSI). Time spent in related/supplemental instruction shall not be considered as hours of work and the apprentice is not required to be paid for time spent in related/supplemental instruction.

The sponsor and training agent must provide for instruction of the apprentice during the related/supplemental instruction in safe and healthful work practices in compliance with the Washington Industrial Safety and Health Act, and applicable federal and state regulations.

Clock hours of actual attendance by the apprentice in related/supplemental instruction classes at the community/technical college or other approved training locations shall be reported to the Department on a quarterly basis. Such reports will clearly identify paid versus unpaid and supervised versus unsupervised RSI time for industrial insurance purposes.

For industrial insurance purposes, the WSATC will be considered as the employer should any supervised apprentice, not being paid to attend RSI, sustain an injury while participating in related/supplemental classroom activity, or other directly related activity outside the classroom. The activities must be at the direction of the instructor.

In case of failure on the part of any apprentice to fulfill the obligation to attend RSI, the sponsor has authority to take disciplinary action (see Administrative/Disciplinary Procedures section).

The methods of related/supplemental training must consist of one or more of the following (please indicate by checking those that apply):

- Supervised field trips
- Approved training seminars (specify): **Would include, but not limited to, OSHA 10, First Aid/CPR and other courses approved by the Committee.**
- A combination of home study and approved correspondence courses (specify): **Would include, but not limited to, National Center for Construction Education & Research Contren Connect and other courses approved by the Committee**
- State Community/Technical college
- Private Technical/Vocational college
- Training trust

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- (X) Other (specify): **Would include, but not limited to, the AGC Education Center, a private vocational school licensed by the Workforce Training and Coordinating Board of the State of Washington.**

160 Minimum RSI hours per year defined per the following (see WAC 296-05-316(6)):

- (X) twelve-month period from date of registration.*
() defined twelve-month school year: (insert month) through (insert month).
() two-thousand hours of on the job training.
**If no selection is indicated above, the WSATC will define RSI hours per twelve-month period from date of registration.*

Additional Information:

NONE

X. ADMINISTRATIVE/DISCIPLINARY PROCEDURES:

Sponsors may include in this section requirements and expectations of the apprentices and training agents and an explanation of disciplinary actions that may be imposed for noncompliance. The sponsor has the following disciplinary procedures that they may impose: Disciplinary Probation, Suspension, or Cancellation.

Disciplinary Probation: A time assessed when the apprentice's progress is not satisfactory. During this time the program sponsor may withhold periodic wage advancements, suspend or cancel the apprenticeship agreement, or take further disciplinary action. A disciplinary probation may only be assessed after the initial probation is completed. During the disciplinary probation, the apprentice has the right to file an appeal of the sponsor's action with the WSATC (as described in WAC 296-05-009).

Suspension: A suspension is a temporary interruption in progress of an individual's apprenticeship program that may result in the cancellation of the Apprenticeship Agreement. Could include temporarily not being allowed to work, go to school or take part in any activity related to the Apprenticeship Program until such time as the sponsor takes further action.

Cancellation: Refers to the termination of an apprenticeship agreement at the request of the apprentice, supervisor, or sponsor. [as described in WAC 296-05-316(22)].

A. General Procedures

The apprentice shall read Section X in its entirety and be thoroughly familiarized with its content. The apprentice shall keep a copy for ready

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reference at all times. The apprentice is cautioned that the penalties are enforced and failure to read the regulation will be no excuse.

1. Apprentices will be required to take drug tests

All registered apprentices will sign a waiver agreeing to provide the results of all employer administered substance abuse tests. Results shall be furnished to the training program. Failure of a substance test will result in disciplinary action and/or termination from the apprenticeship program. The standard for a negative test is based off of a cut-off level system designed and regulated by the Department of Health and Human Services (DHHS). Refusal or inability to take a drug test shall be considered a failure.

Disciplinary Action

First offense: 30 days of non-eligibility for out-of-work list registration. In addition, apprentice will not be eligible for dispatch until he/she appears before the Apprenticeship Committee, at one of their regular scheduled meetings, and provides confirmation of a "clean" substance abuse test that the apprentice has paid for. Test must be conducted by the Apprenticeship Committee approved laboratory.

Second offense: Termination from the Apprenticeship Program.

2. Administrative Procedures:

- a. All Committee members shall be actively participating in the industry as an employer, supervisor, or employee.
- b. The Apprenticeship Director oversees the day-to-day operations of the program under the direction of the Apprenticeship Committee.
- c. The Committee may accelerate or extend, through the evaluation process, the advancement of an apprentice in each and every wage progression period.
- d. Employers may request women and minority apprentices in order to meet their own contractual affirmative action requirements for public works projects or other projects with affirmative action requirements.
- e. Apprentices must comply by the following rules and guidelines. Failure to comply may result in disciplinary action.

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- (1) When notified that an employment referral is available, he/she must respond to the referral within 24 hours. If the apprentice cannot respond in a timely fashion, the next apprentice on the list may be offered the referral. If an apprentice does not respond to a referral, he/she may drop to the bottom of the referral list. The actual date of dispatch will be mutually agreed upon between the employer and the apprentice.**
 - (2) Failure to respond to the apprenticeship office within 10 days will result in the apprentice being removed from the Ranked Eligibility Pool and will require he/she reapply to the program.**
 - (3) Must accept all job referrals within the 60-70 mile radius of their normal dispatch.**
 - (4) Must place themselves on the out-of-work list (OOWL) by notifying Apprenticeship Director within 24 hours after termination. If the apprentice is terminated on Friday, they will report by 9 a.m. on the following Monday.**
 - (5) Must send in legibly completed, appropriately signed and dated Work Process hours by the 5th day of each month whether working or not.**
 - (6) Maintain a valid driver license at all times.**
 - (7) Maintain a current address and contact information on file with the Committee.**
 - (8) Must have adequate dependable transportation to the job and classroom.**
 - (9) Ensure timely payment of their annual tuition for related classroom instruction.**
- f. **An apprentice may turn down work in the classification of traffic control after 400 hours of on-the-job training have been completed prior to dispatch, but the apprentice may not quit in the middle of a job or if already dispatched.**
- g. **The Committee may, at any time, rotate an apprentice who is not receiving proper training or for any reason they feel will benefit the apprentice.**
- h. **An apprentice who has been issued a refuse to rehire notice will be interviewed by the Apprenticeship Director, who will review the circumstances and outline corrective steps leading to successful employment. A second refusal to rehire on the same apprentice will result in a committee citation where the apprentice could be dropped from the program.**
- i. **All apprentices must be released from "on-the-job" commitments to attend scheduled related instruction.**

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- j. All apprentices must complete a 40-hour Safety & Orientation Training Class within 6 months of being registered in to the program. This training will count towards the required RSI hours.
 - k. The Sponsor retains the right to submit revisions to these Standards to the Washington State Apprenticeship and Training Council, according to Council rules.
3. **Disciplinary Procedures:**
- a. Apprentices shall be informed of their work and related training obligations as stated in these Standards.
 - b. Disciplinary problems may first be handled by the Director of Apprenticeship. If the Director deems appropriate, the matter may be referred to the Committee for action.
 - c. The Committee and/or its designate shall notify the apprentice of any violations of these Standards and the apprentice shall be subject to the disciplinary action procedures as outlined below.
 - d. Failure to show regular attendance at related classes may be deemed sufficient cause for the Apprenticeship Committee to initiate disciplinary action procedures as outlined below. Regular attendance is defined as not missing more than two classes per quarter. Apprentices who miss more than two (2) classes per quarter may be summoned before the committee for disciplinary action up to and including cancellation for his or her apprenticeship agreement.
 - e. More than two unexcused absences from class during each quarter may be deemed cause for suspension from work and school until meeting with the Apprenticeship Committee. The apprentice will be sent a 20-day notification letter notifying them of the requirement to the next regularly scheduled Apprenticeship Committee meeting, the 2nd Saturday of each month, and why. Failure to attend the Apprenticeship Committee meeting could result in immediate termination of the apprenticeship agreement. The apprentice will also be required to sign a document that they understand the consequences of another unexcused absence.
 - f. Four (4) unexcused absences from class during the quarter may be deemed cause by the committee for the apprentice being dropped from the program.
 - g. Two (2) tardies to class is equal to one (1) absence.

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- h. Excused absences may be allowed for:**

 - (1) *Illness of apprentice***
 - (2) *Trips and/or vacations. (By prior approval of tile Apprenticeship Committee)***
 - (3) *Death in immediate family***
 - (4) *Any other reasons deemed appropriate by tile Committee***

- i. Apprentices who have missed related instruction, as outlined in these Standards may not be eligible for advancement until such time as the requirement is satisfied.**

- j. A contractor may discharge an apprentice for substandard performance, improper conduct, indifference to the contractor's or Committee's rules and regulations, or insubordination.**

- k. If an apprentice is fired for cause or quits (after their initial probationary period), he/she will not be re-dispatched until he/she appears before the Apprenticeship Committee at their next meeting and is subsequently released by the Committee as eligible for work.**

- l. It shall be the apprentice's responsibility to maintain a progress record of work experience performed in accordance with the appropriate classification schedule. Such records shall be forwarded by the apprentice to the Apprenticeship Director on the 5th day of each month after they have been signed by the employer or appropriate representative of the employer. The above records shall contain the apprentice's (a) name, (b) classification, (c) employer, (d) months and year of report, as well as hours of work performed. The Director of Apprenticeship shall then forward these records to the Apprenticeship Committee prior to each Committee meeting or upon request of the Committee.**

- m. Work experience reports must be turned into the apprenticeship office made out completely and properly, on time. Failure to comply will result in notification of no pay progression until records are completed. The Committee will not accept hours that are more than 90 days past due. Hours may be reported by mail, in person or electronically.**

- n. Each apprentice who is late in turning in his/her work experience report will have the following penalties imposed:**

 - (1) *First Offense: Up to 30 days actual work delay in his/her next advancement.***
 - (2) *Second Offense: Up to 60 days actual work delay in his/her work advancement.***
 - (3) *Third Offense: Cause for cancellation of registration***

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- o. Future advancements will be calculated from the new date.**
- p. All other disciplinary action procedures are as follows:**
 - (1) *1st infraction:* A written warning.**
 - (2) *2nd infraction:* Appearance before the Apprenticeship Committee by the apprentice to justify why advancement should not be denied, his/her apprenticeship agreement should not be canceled or whatever other action is being contemplated by the Apprenticeship Committee.**
 - (3) *3rd infraction:* Cause for cancellation of the apprenticeship agreement.**
- q. If the apprentice fails to appear before the committee after due notice, disciplinary action may be invoked without hearing.**
- r. Should the Apprenticeship Committee find reason to suspend or cancel an apprenticeship agreement, the apprentice shall be notified in writing, specifying the reason for the suspension, cancellation or any disciplinary action. The apprentice shall be notified 20 days in advance of the meeting of the Committee for the purpose of the disciplinary action, suspension, or cancellation.**
- s. Individuals who are terminated from the program for cause are prohibited from reapplying to the program for a period of 12 months from the date of their cancellation.**

B. Local Apprenticeship Committee Policies

- a. Safety: there will be no tolerance for unsafe conditions, improper use of hazardous materials or dangerous tools and equipment.**
- b. All equipment and tools shall be maintained in a safe condition and used only for their intended purpose. All students must wear required protective equipment when working with tools or materials where it is required. Anyone not adhering to this policy will be asked to leave the class and will be marked absent from class.**
- c. Use of alcohol or drugs during class hours may result in disciplinary action by the Committee, up to and including cancelation from the apprenticeship program.**
- d. Possession, consumption and/or sale of controlled substances, alcohol or firearms during class hours on training facility property, which includes parking areas, will result in may result in disciplinary action by the Committee, up to and including cancelation from the apprenticeship program.**

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- e. Physical/verbal abuse, harassment or insubordination of any type toward staff, fellow classmates and/or the instructor will not be tolerated and may result in disciplinary action by the Committee, up to and including cancelation from the apprenticeship program.

ADDENDUM A

**Inland Northwest AGC Apprenticeship Program
Business Plan for Creation of New Laborers Program**

Mission statement

The AGC Apprenticeship Program is committed to ensuring a highly skilled, dependable workforce for our contractors and to meet the changing needs of the construction industry. The program is further dedicated to providing the resources and training necessary to our apprentices to ensure they are able to perform their jobs safely, effectively and efficiently.

Business opportunity

The Inland Northwest AGC has been approached by many current and potential members regarding the creation of an apprenticeship program for construction laborers. Currently, the only option for laborer apprentices in the State of Washington is through the currently approved Northwest Laborers Apprenticeship Committee program. With a growing workforce shortage and the need to meet both state and federal requirements for apprenticeship utilization, contractors have expressed an immediate need for additional training programs and more options for training.

Summary of Operations

The program sponsor, the Inland Northwest AGC, is proposing a new apprenticeship program for Construction Laborers. This program will be reasonably consistent with the currently approved Laborers program while maintaining the high standards of our two currently approved programs. This program will require additional staff, including a program administrator and craft specific instructors, as well as strategic partnerships with organizations to provide the most current, highest quality training for our apprentices.

It is estimated that the program will operate with a total of 60-80 apprentices.

A set of standards and proposed curriculum has been submitted to the Washington State Apprenticeship Training Council for approval.

Overview of the industry

The construction industry in Washington State is facing a major shortfall of skilled craft workers. With the economic recovery driving construction firms to hire more employees, this issue must be addressed immediately to fill the lack of supply for the growing demand.

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In a recent survey conducted by the AGC of America (The 2014 Construction Industry Hiring and Business Outlook), 73% of contractors surveyed in Washington State stated that preparing the next generation of skilled construction workers is the #1 issue facing their business in 2014. Of those contractors, 53% rated the local pipeline for preparing workers below average to poor and 78% have determined that it will continue to get harder to hire skilled craft workers.

An August, 2013 survey showed that nearly three-fourths of construction firms across the country report they are having trouble finding qualified craft workers to fill key spots. The most frequently reported difficulties among that group of firms are in filling such onsite construction jobs as carpenters, equipment operators and laborers.

Direct competitors

Currently, the only option for laborer apprentices in the state of Washington is through the Northwest Laborers Apprenticeship Committee program. This type of monopoly allows no choice for either apprentices or contractors when looking for ways to train this vital trade within the industry.

Organizational structure

When approved, the program will be administered jointly with the current programs operated by the Inland Northwest AGC Apprenticeship Program. The staffing needs and job duties are outlined below.

Program Director (Mike Ankney) - This position is responsible for the overall operation of the program and the management of staff. Specific duties include:

- **Training Agent management and recruitment. The director will work directly with new training agents to ensure all policies are understood and adhered to and will conduct annual audits of the training agents to ensure compliance.**
- **Apprentice hiring and dispatch. The Director will conduct interviews with potential apprentices and determine eligibility. The Director will also be responsible for the dispatch of apprentices with the assistance of the Program Administrator.**
- **Handle all disciplinary actions**
- **Instructor training and management. The Director will hire all instructors and ensure they have received the proper training.**
- **Establish an annual budget and work with the Training Trust to monitor financial statements.**
- **Marketing and outreach efforts to ensure EEO compliance.**

Program Administrator- this position will handle all administrative duties of the program, including, but not limited to:

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- **Apprentice enrollment - all paperwork, including application, drug test, etc. required to properly enroll the apprentice in the program.**
- **Training agent enrollment**
- **OJT reporting**
- **RSI hours attended and records of completion**
- **All state required reporting and maintenance of all apprenticeship records**
- **Assist Program director with dispatch requests**
- **Establish training schedules for each program, schedule instructors and ensure the proper materials for each class.**
- **Handle all correspondence for the program, including disciplinary actions, special notices, etc.**
- **Serve as the secretary to the Apprenticeship Committee and the Apprenticeship Training Trust.**
- **Prepare and submit all minutes and required.**
- **Manage programs social media efforts**

Bookkeeper- this position is responsible for the financial operations of the program, and general office assistance, including, but not limited to:

- **Accounts payable and account receivable**
- **Payroll**
- **Monthly reconciliations**
- **Work with third party accountant on quarterly and annual reconciliations**
- **Provide monthly financial statements to the Apprenticeship Committee and Training Trust.**

Instructors - the program will need to hire additional instructors and form key partnerships to provide the most up-to-date training available for our apprentices. It is anticipated that 1-2 additional instructors are hired the first year, with 1-2 more added as apprentices advance through the program. Instructors will be journey-level Laborers with a minimum of 5 years' experience in the commercial construction field. Additionally, instructors will be required to attend Bootcamp for Technical Instructors, offered by the Washington State Center of Excellence for Career Education, in compliance with all state laws and regulations.

Capital requirements

The program will need to invest in additional staff and facilities to ensure the success of this program. A complete budget will be presented to the Apprenticeship Trust for their approval. Income from the program will be derived from a fee paid by the Training Agents and tuition in the amount of \$700/year per apprentice.

A scholarship fund will be established to assist those apprentices that cannot afford the tuition and will be awarded on an as needed basis as determined by the Apprenticeship Trust. Scholarships are only available for first and second

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year apprentices. It is the policy of the program NOT to cancel an apprentice for lack of tuition payment.

Apprentices are made aware up-front of the tuition requirements of the program. Staff will work with apprentices to secure scholarships, vocational training grants and to establish a payment plan in order to reduce any financial burden placed on the apprentice.

Marketing

The program will continue to market the new program through the methods utilized with our current programs in compliance with all EEO requirements. Past success has demonstrated that these methods are effective for recruiting females and minorities and include, but are not limited to:

- Participate in career and technical job fairs across the state.
- Encourage establishment and use of preparatory trade training, and to provide that those who engage in such programs are given full and equal opportunity for admission into the apprenticeship program. Actively engage programs such as Job Corp, ANEW, AmeriCorp, Helmets to Hard hats, Construction Center of Excellence etc. to encourage participation and enrollment in the program.
- Grant credit for previous trade experience or trade-related courses for all applicants equally.
- Utilize social media and online resources.
- Partner with organizations and associations to help promote construction industry careers, specifically the skilled trades.

Core operations

The program will operate in accordance with the standards approved by the WSATC. Key points of the operation include:

- Apprentice Dispatch - The Apprenticeship Committee will maintain 2 separate dispatch lists for the Laborers Program. The lists will be divided in to Central Washington and Eastern Washington, as defined below:
 - Central Washington: Benton, Chelan, Douglas, Franklin, Grant, Kittitas, Klickitat, Okanogan, Walla Walla and Yakima Counties.
 - Eastern Washington: Adams, Asotin, Columbia, Ferry, Garfield, Lincoln, Pend Oreille, Spokane, Stevens and Whitman Counties.

Apprentices will be assigned to the list where their primary residence is located. Dispatch of apprentices will follow the guidelines outlined in the Apprenticeship Standards regarding the Out-of-Work List and the Ready-to-Dispatch List. Apprentices registered in a certain area are given preference for dispatch, but may turn down a dispatch more than 70 miles from the primary residence. If no apprentices in an area are available for dispatch, the Apprenticeship Director may move to the next highest ranked apprentice, regardless of area. Apprentices may accept a dispatch out of their registered area.

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- **Locations of Training** - The Apprenticeship Program will make every effort to offer its training programs around Eastern Washington to better accommodate the needs of its apprentices. Some training, however, due to the heavy hands-on lab requirements, will need to be held at the Spokane facility. If an apprentice is required to travel more than 50 miles for training, they will be accommodated as follows:
- **Lodging**- will be arranged and paid for by the program at a local hotel. Apprentices may be required to share rooms.
- **Food** - breakfast and lunch will be provided for ALL apprentices attending training. Those apprentices that are required to travel will be given a stipend of \$20/day for dinner.
- **Mileage** - mileage will be reimbursed at the current rate set by the state. Training will be provided in the following locations:
 - **Eastern Washington:** Classroom and lab training will take place at the SCC Apprenticeship Training Center or the Inland Northwest AGC. Specialized training may be conducted at different locations in the Spokane Area, including Asbestos Abatement Certification, HAZWOPER and flagging certification.
 - **Central Washington:** Classroom will take place at the Inland Northwest AGC office in Kennewick or the offices of Selland Construction in Wenatchee. If lab is required for a course, the program may elect to hold that training at their Spokane facility or partner with a training agent in the area that has the appropriate facilities to perform the lab. Specialized training may be conducted at different locations in the Tri Cities or Wenatchee Area, including Asbestos Abatement Certification, HAZWOPER and flagging certification.

Due to the portability of the curriculum, some courses may be made available in other locations than those stated above. For example, if a large training agent has several apprentices in need of training, we do have the ability to take certain training modules to them. This will be worked out on a case-by-case basis.

- **Portability Agreement** - the program will work with L&I to develop a portability agreement for contractors that do work outside of our jurisdiction. It is the intent of the program to ensure that all hours worked by apprentices are counted regardless of where the work is performed.

Course Schedules - the Apprenticeship Program will hold its Safety & Orientation 1 time per year in both of its training locations. Courses will be scheduled on an as needed basis in the locations necessary. Depending on lab requirements, not all courses will be offered in all areas.

- **Courses will be offered in the following format**- see attached sample schedule for 2015 - 2016 training year. Example is subject to change.
 - **Safety & Orientation** - 3 Day block training
 - **General Construction** - 2 week block training
 - **Concrete**- 2 week block training

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- **Hoisting, Signaling & Rigging Certification - 2 week block training**
- **Mason Tending - 2 week block training**
- **Pipe Laying - 2 week block training**
- **Asphalt Worker- 2 week block training**
- **Plans Reading - Building - 1 week block or as evening classes**
- **Road Excavation & Plan Reading - 1 week block or as evening classes**
- **Asbestos Abatement Worker- 1 week block training**
- **Introduction to Transit & Level- 1 week block training**
- **Scaffold Erection & Fall Protection - 2 week block training**
- **Hazardous Waste Worker Certification- 1 week block training**
- **Grade Checking- 2 week block training**
- **Concrete Cutting and Coring - 1 week block training**
- **Flagger Certification - 1 day course or as evening classes**
- **Aerial Lift Platforms - 1 day course or as evening classes**
- **Basic Communication Skills - 1 day course or as evening classes**
- **Basic Employability Skills - 1 day course or as evening classes**
- **Basic Money Management - 1 day course or as evening classes**
- **Union and Open-Shop Construction: Compensation, Work Practices & Labor Markets - 1/2 day course or as evening classes**
- **Rough Terrain Forklift Safety & Awareness- 11/2 day course**
- **Certified Erosion & Sediment Control Lead (CESCL) Training- 11/2 day course**
- **Your Role in the Green Environment- 1 day course or as evening classes**
- **Mason Tending Part 2 - 1 week block training**

Key Partnerships- the program is pursuing the following partnerships to provide training:

- **Argus Pacific / Kyron Environmental - to provide both Asbestos Worker Certification and Hazardous Waste Worker Certification in Spokane and Seattle.**
- **Spokane Community College and Evergreen Safety Council to provide Flagger Certification.**
- **United Rentals & Star Rentals - trench safety, competent person, forklift training/qualification.**
- **Inland Northwest AGC - to provide Certified Erosion and Sediment Control Lead (CESCL), OSHA 10 and First-Aid/CPR Training.**
- **Safway Scaffolding - to provide expert training in scaffold erection.**

C. Complaint and Appeal Procedures:

All registered programs must establish procedures explaining the program's complaint review process. Complaints that involve matters covered by a collective bargaining agreement are not subject to the complaint review procedures in this section.

Complaint (after initial probation completed) – WAC 296-05-009 and 296-05-316(22)

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- Prior to: 20 calendar days of intention of disciplinary action by a sponsor
- Sponsors must notify the apprentice in writing of action to be taken
 - Must specify the reason(s) for discipline, suspension, or cancellation
 - Decision will become effective immediately
 - Written reason(s) for such action must be sent to the apprentice

- Within: 30 calendar days request for reconsideration from the sponsor
- Apprentice to request sponsor to reconsider their action

- Within: 30 calendar days of apprentice's request for reconsideration
- Sponsor must provide written notification of their final decision

If apprentice chooses to pursue the complaint further:

- Within: 30 calendar days of final action
- Apprentice must submit the complaint in writing to the Department
 - Must describe the controversy and provide any backup information
 - Apprentice must also provide this information to the local sponsor

- Within: 30 business days for supervisor to complete investigation
- If no settlement is agreed upon during investigation, then supervisor must issue a written decision resolving the controversy when the investigation is concluded

If the apprentice or sponsor disputes supervisor decision:

- Within: 30 calendar days of supervisor's decision, request for WSATC hearing
- Request must be in writing
 - Must specify reasons supporting the request
 - Request and supporting documents must be given to all parties
 - WSATC must conduct the hearing in conjunction with the regular quarterly meeting

- Within: 30 calendar days after hearing
- WSATC to issue written decision

XI. COMMITTEE – RESPONSIBILITIES AND COMPOSITION

NOTE: The following is an overview of the requirements associated with administering an apprenticeship committee and/or program. These provisions are to be used with the corresponding RCW and/or WAC.

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The sponsor is the policymaking and administrative body responsible for the operation and success of this apprenticeship program. A committee is responsible for the day-to-day operations of the apprenticeship program and they must be knowledgeable in the process of apprenticeship and/or the application of chapter 49.04 RCW and chapter 296-05 WAC. Sponsors must develop procedures for:

A. Committee Operations (WAC 296-05-316): (Not applicable for Plant Programs)

Convene meetings at least three times per year of the program sponsor and apprenticeship committee attended by a quorum of committee members as defined in the approved Standards. If the committee does not indicate its definition of quorum, the interpretation will be "50% plus 1" of the approved committee members. Conference call meetings may be conducted in lieu of regular meetings but must not exceed the number of attended meetings and no disciplinary action can be taken during conference call meetings.

B. Program Operations (Chapter 296-05 WAC - Part C & D):

1. The program sponsor will record and maintain records pertaining to the administration of the apprenticeship program and make them available to the WSATC or Department on request.

Records required by WAC 296-05-400 through 455 (see Part D of chapter 296-05 WAC) will be maintained for five (5) years; all other records will be maintained for three (3) years.

2. The sponsor will submit to the Department through the assigned state apprenticeship consultant the following list:

Forms are available on line at

<http://www.lni.wa.gov/TradesLicensing/Apprenticeship/FormPub/default.asp> or from your assigned apprenticeship consultant.

- Apprenticeship Agreements – within first 30 days of employment
- Authorization of Signature forms - as necessary
- Approved Training Agent Agreements (sponsor approving or canceling) – within 30 days
- Minutes of Apprenticeship Committee Meetings – within 30 days of meeting (not required for Plant program)
- Request for Change of Status - Apprenticeship/Training Agreement and Training Agents forms – within 30 days of action by sponsor.
- Journey Level Wage Rate – annually, or whenever changed
- Request for Revision of Standards - as necessary
- Request for Revision of Committee - as necessary
- Related Supplemental Instruction (RSI) Hours Reports (Quarterly):
 - 1st quarter: January through March, by April 10
 - 2nd quarter: April through June, by July 10
 - 3rd quarter: July through September, by October 10

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4th quarter: October through December, by January 10

- On-the-Job Work Hours Reports (bi-annual)
 - 1st half: January through June, by July 30
 - 2nd half: July through December, by January 31

3. The program sponsor will adopt, as necessary, local program rules or policies to administer the apprenticeship program in compliance with these Standards that must be submitted for Department approval and updating these Standards. The apprenticeship program manager may administratively approve requests for revisions in the following areas of the Standards:

- Program name
- Sponsor's introductory statement (if applicable)
- Section III: Conduct of Program Under Washington Equal Employment Opportunity Plan
- Section VII: Apprentice Wages and Wage Progression
- Section IX: Related/Supplemental Instruction
- Section XI: Committee - Responsibilities and Composition (including opening statements)
- Section XII: Subcommittees
- Section XIII: Training Director/Coordinator

4. The sponsor will utilize competent instructors as defined in WAC 296-05-003 for related/supplemental instruction. Furthermore, the sponsor will ensure each instructor has training in teaching techniques and adult learning styles, which may occur before or within one year after the apprenticeship instructor has started to provide instruction.

C. Management of Apprentices:

1. Each apprentice (and, if under 18 years of age, the parent or guardian) will sign an apprenticeship agreement with the sponsor, who will then register the agreement, with the Department before the apprentice attends the related/supplemental instruction classes, or within the first 30 days of employment as an apprentice. For the purposes of industrial insurance coverage and prevailing wage exemption under RCW 39.12.021, the effective date of registration will be the date the agreement is received by the Department.

The Department must be notified within 30 days of program approval, of all requests for disposition or modification of agreements, with a copy of the minutes approving the changes, which may be:

- Certificate of completion
- Additional credit
- Suspension (i.e. military service or other)
- Reinstatement
- Cancellation and/or
- Corrections

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2. Rotate apprentices in the various processes of the skilled occupation to ensure the apprentice is trained to be a competent journey-level worker.
3. Periodically review and evaluate apprentices before advancement to the apprentice's next wage progression period. The evidence of such advancement will be the record of the apprentice's progress on the job and during related/supplemental instruction.
4. The sponsor has the obligation and responsibility to provide, insofar as possible, continuous employment for all apprentices in the program. The sponsor may arrange to transfer an apprentice from one training agent to another or to another sponsor when the sponsor is unable to provide reasonably continuous employment, or they are unable to provide apprentices the diversity of experience necessary for training and experience in the various work processes as stated in these Standards. The new sponsor or training agent will assume all the terms and conditions of these Standards. If, for any reason, a layoff of an apprentice occurs, the apprenticeship agreement will remain in effect unless canceled by the sponsor.
5. An apprentice who is unable to perform the on-the-job portion of apprenticeship training may, if the apprentice so requests and the sponsor approves, participate in related/supplemental instruction, subject to the apprentice obtaining and providing to the sponsor written requested document/s for such participation. However, time spent will not be applied toward the on-the-job portion of apprenticeship training.
6. Hear and adjust all complaints of violations of apprenticeship agreements.
7. Upon successful completion of apprenticeship, as provided in these Standards, and passing the examination that the sponsor may require, the sponsor will recommend that the WSATC award a Certificate of Completion of Apprenticeship. The program will make an official presentation to the apprentice that has successfully completed his/her term of apprenticeship.

D. Training Agent Management:

1. Offer training opportunities on an equal basis to all employers and apprentices. Grant equal treatment and opportunity for all apprentices through reasonable working and training conditions and apply those conditions to all apprentices uniformly. Provide training at a cost equivalent to that incurred by currently participating employers and apprentices. Not require an employer to sign a collective bargaining agreement as a condition of participation.
2. Determine the adequacy of an employer to furnish proper on-the-job training in accordance with the provisions of these Standards. Require all employers requesting approved training agent status to complete an approved training agent

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agreement and comply with all federal and state apprenticeship laws and the appropriate apprenticeship Standards.

3. Submit approved training agent agreements to the Department with a copy of the agreement and/or the list of approved training agents within thirty days of committee approval. Submit rescinded approved training agent agreements and/or the list of approved training agents to the Department within thirty days of said action.

E. Composition of Committee: (see WAC 296-05-313)

Apprenticeship committees must be composed of an equal number of management and non-management representatives composed of at least four members but no more than twelve. If the committee does not indicate its definition of a quorum, the interpretation will be "50% plus 1" of the approved committee members.

Apprenticeship committees shall elect a chairperson and a secretary who shall be from opposite interest groups, i.e., chairperson-employers; secretary-employees, or vice versa; EXCEPT, this does not apply where the Registration Agency represents the apprentice(s).

For plant programs the WSATC or the Department designee will act as the employee representative.

Quorum: 50% of the current committee members.

Program type administered by the committee: **GROUP NON-JOINT**

The Apprenticeship Committee shall be composed of an equal number of members representing industry employers and an equal number of industry employee representatives.

Selection of Employee Representatives, (Apprentice Advocates), to the Committee is as follows:

When there is an Employee representative opening on the Committee, the Training Agents must present to their Journey-Level Worker Laborers the request for a volunteer or nominations from among the Journey-Level Laborers to the Committee. If there are more nominations than the openings on the committee, then an election to select the final nominee(s) must be completed.

Note: The volunteer or nominee must meet the definition of a Journey-Level person in the Laborer field of work. The apprenticeship must document the selection and election process. Nominations submitted without qualification documentation will not be considered for the final selection.

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Once the volunteer or nominee has been selected, that name must be submitted to the AGC's Executive Director located at 4935 East Trent, Spokane, Washington, 99212.

The employer representatives shall be:

Jeff Miller, Chairman
2110 N. Fancher Road
Spokane, WA 99212

Gordon Williams
2110 N. Fancher Road
Spokane, WA 99212

Kory Hedrick
2110 N. Fancher Road
Spokane, WA 99212

The employee representatives shall be:

Jon Hood, Secretary
2110 N. Fancher Road
Spokane, WA 99212

Jordan Olsen
2110 N. Fancher Road
Spokane, WA 99212

Saul Schimmels
2110 N. Fancher Road
Spokane, WA 99212

XII. SUBCOMMITTEE:

Subcommittee(s) approved by the Department, represented equally from management and non-management, may also be established under these Standards, and are subject to the main committee. All actions of the subcommittee(s) must be approved by the main committee.

NONE

XIII. TRAINING DIRECTOR/COORDINATOR:

The sponsor may employ a person(s) as a full or part-time training coordinator(s)/training director(s). This person(s) will assume responsibilities and authority for the operation of the program as are delegated by the sponsor.

Mike Ankney
2110 N. Fancher Road
Spokane, WA 99212
509-534-0502
mankney@nwagc.org