



Construction Career Collaborative

Policy and Procedure Manual

For

Accredited Employers and Project Participants

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1. PURPOSE

The purpose of the Policy and Procedure Manual is to inform interested parties about the Construction Career Collaborative (C3) and its accreditation process. An **Accredited Employer** is a Contractor or Specialty Contractor who has agreed to C3 Principles for all **Craft Workers** who perform work on all projects. A **Project Participant** is a **Contractor or Specialty Contractor** who is in compliance with C3 Principles for all of its Craft Workers on a designated **C3 Project**. A Contractor or Specialty Contractor may be classified as an Accredited Employer or a Project Participant. Additionally, **Staffing Agencies** and **Professional Employment Organizations (PEO)** may affiliate with C3 as a Certified Staffing Agency/PEO to provide craft labor to the commercial construction market that is in compliance with C3 Principles.

2. ABOUT C3

As a 501(c)(3) nonprofit alliance of socially responsible **Owners**, Contractors and Specialty Contractors, Construction Trade Organizations and Design Professionals, we will positively affect the issues facing the commercial construction industry in the Greater Houston region in order to create a safe, skilled and **Sustainable Craft Workforce**.

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

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

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

- A. Advance the issues that positively impact the financial security, health and well-being of our construction craft workforce
- B. Actively search for, develop and adopt the best construction safety standards
- C. Commit to the development and delivery of continuous skills training linked to construction career paths for our craft workforce.

3. ELIGIBILITY

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

Any commercial construction company in the Houston Region is eligible to become a C3 Accredited Employer or Project Participant. They can be General Contractors, Construction Managers and Specialty Contractors of every trade and tier. Companies can be union-shop or merit-shop organizations.

1) C3 accreditation is provided at three levels

a) Accredited Employer

Applicant agrees to the following checklist of assurances:

- i) I have watched the *Joining C3* video and have submitted the survey to C3.
- ii) All Craft Workers are paid by the hour. All Craft Workers are W2 earners and do not receive a Form 1099.
- iii) Overtime for Craft Workers is paid in compliance with federal overtime laws.
- iv) Workers' Compensation Insurance is provided for all Craft Workers as required by the Texas Workers' Compensation Act.
- v) To fully participate in the review of hourly payroll practices as described above.
- vi) Incumbent Field **Supervisors** (manager, foreman etc.) will be **OSHA 30-hour** trained prior to arrival on a C3 Project, or within 18 months of submittal of this application, whichever occurs first. New-hire Field Supervisors will be OSHA 30-hour trained prior to arrival on a C3 Project or within 6 months of employment, whichever occurs first.
- vii) Incumbent Craft Workers will be **OSHA 10-hour** trained prior to arrival on a C3 Project job site, or within 18 months of submittal of this application, whichever comes first. New-hire Craft Workers will be OSHA 10-hour trained prior to arrival on a C3 Project job site, or within 4 months of employment, whichever occurs first.
- viii) To provide the C3 Safety Training - 12 Month Modules on a monthly basis for Craft Workers if required and/or participate in C3 Safety Training if offered on my C3 Project.
- ix) To record and track credentials in the C3 Training Database for all Craft Workers employed by my company.
- x) To support craft training by participating in the C3 Craft Training Endorsement Program. xi) To require each Specialty Contractor performing labor on a C3 Project on my company's behalf to submit an application to C3.
- xii) To provide C3 a list of Specialty Contractors providing labor on my behalf.
- xiii) To advocate C3 principles to Owners, Contractors, and Specialty Contractors.
- xiv) To pay an annual accreditation fee.

b) Project Participant

Applicant agrees to the following list of assurances:

- i) I have watched the *Joining C3* video and have submitted the survey to C3.
- ii) All C3 Project craft workers are paid by the hour. All C3 Project craft workers are W-2 earners and do not receive a 1099.
- iii) Overtime for C3 Project craft workers is paid in accordance with federal overtime laws. iv) Employment taxes, tax and non-tax reporting requirements for all C3 Project craft workers are in compliance with applicable federal/state laws.
- v) Workers' Compensation Insurance is provided on behalf of all C3 Project craft workers as required by the Texas Workers' Compensation Act.
- vi) To fully participate in review of hourly payroll practices described above.
- vii) Supervisors (manager, foreman, etc.) on a C3 Project will be OSHA 30-hour trained prior to arrival on site.
- viii) Craft workers on a C3 Project will be OSHA 10-hour trained prior to arrival on site.
- ix) To provide the C3 Safety Training - 12 Month Module on a monthly basis for Craft Workers if required and/or participate in C3 Safety Training if offered on my C3 Project.
- x) To record and track credentials in the C3 Training Database for all Craft Workers employed by my company. (Link will be sent after approval. Action must be taken within 60 days of approval.) xi) To require each Specialty Contractor performing labor on a C3 Project on my company's behalf to submit

an application to C3

xii) To advocate for C3 principles to Owners, Contractors, and Specialty Contractors.

xiii) To pay a C3 accreditation fee with application.

c) Certified Staffing Agency/Professional Employment Organization

Applicant agrees to the following list of assurances:

i) This application applies to all craft workers employed on behalf of C3 Accredited Employers and C3 Project Participants by this staffing agency.

ii) All C3 project-associated craft workers are paid by the hour. All C3 project-associated craft workers are W-2 earners and do not receive a 1099.

iii) Overtime for C3 project-associated craft workers is being paid in accordance with federal overtime laws. Employment taxes, tax and non-tax reporting requirements for all C3 project-associated craft workers are in compliance with applicable federal/state laws.

iv) Workers' compensation insurance is being provided on behalf of all C3 project-associated craft workers as required by the Texas Workers' Compensation Act.

v) To fully participate in review of hourly payroll practices described above.

vi) Field Supervisors on a C3 Project will be OSHA 30-hour trained prior to arrival on site.

vii) Craft Workers on a C3 Project will be OSHA 10-hour trained prior to arrival on site.

viii) To provide the C3 Safety Training - 12 Month Modules on a monthly basis for Craft Workers if required and/or participate in C3 Safety Training on C3 Projects.

ix) To record and track credentials in the C3 Training Database for all C3 project-associated Craft Workers employed by my company. (Link will be sent after approval. Action must be taken within 60 days of approval.)

x) To advocate C3 principles to Owners, Contractors, and Specialty Contractors.

xi) To pay an annual accreditation fee.

4. ACCREDITATION PROCESS

Companies seeking accreditation shall:

1) Watch *Joining C3* video on C3 website and submit survey to C3.

2) Download the application from the C3 website at www.c3.org

3) Mail the completed application, Certificate of Insurance, and the appropriate enrollment fee (check or money order)to:

Construction Career Collaborative
P.O. Box 920920
Houston, Texas 77292

Or email application and Certificate of Insurance to info@c3.org and contact C3 for online payment options.

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

b) C3 will add company to the **C3 Training Database**.

4) Upon acceptance, the Craft Training Endorsement program will commence for all Accredited Employers. Project Participants that want to participate in the craft training endorsement process

should contact C3 at info@c3.org to discuss options.

5. C3 REQUIREMENTS

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

1) Compliance with hourly payroll practices - All Accredited Employers and Project Participants will comply with "Hourly Payroll Practices" as detailed below:

- a) All jobsite Craft Workers are paid by the hour.
- b) All jobsite Craft Workers are W-2 earners.
- c) Overtime for jobsite Craft Workers is being paid in accordance with federal overtime laws.
- d) Employment taxes, tax and non-tax reporting requirements for all jobsite Craft Workers are in compliance with applicable federal/state laws.
- e) All Contractors, Specialty Contractors, and Certified Staffing Agencies authorize the release of any documents requested, including **Pay Stubs**, to ensure compliance with C3 "Hourly Payroll Practices" as detailed above.
- f) Workers' Compensation Insurance is being provided on behalf of all jobsite Craft Workers as required by the Texas Workers' Compensation Act. C3 requires that a Certificate of Insurance illustrating Workers' Compensation Insurance coverage be provided with all C3 applications and accreditation renewals.
- g) If other companies are contracted to perform labor on your behalf, those companies must be C3 Accredited Employers, Project Participants or Certified Staffing Agencies and follow all C3 requirements as well.

2) All Accredited Employers, Project Participants and Certified Staffing Agencies providing labor on a C3 Project will comply with the following OSHA minimum safety criteria:

- a) Supervisors on a C3 Project will be OSHA 30-Hour trained prior to arrival on site.
- b) Craft Workers on a C3 Project will be OSHA 10-Hour trained prior to arrival on site.
- c) An image file of each Craft Worker's and each Supervisor's OSHA card must be uploaded to the C3 Training Database.
- d) *Only* Accredited Employers are given a grace period to have all workforce trained in OSHA. For example:
 - i) OSHA 30-hour – Incumbent Supervisors will be OSHA 30-Hour trained within 18 months. New hire Supervisors will complete OSHA 30-hour within 6 months of employment.
 - ii) OSHA 10-hour – Incumbent Craft Workers will be OSHA 10-hour trained within 18 months. New hire Craft Workers will complete OSHA 10-hour within 4 months of employment.
 - iii) Contact a C3 representative to discuss any alternate time frame extending beyond 18 months.

3) Accredited Employers, Project Participants, and Certified Staffing Agencies will use the C3 Training Database.

- a) All jobsite Craft Workers must be entered into the C3 Training Database along with verifiable information related to the required OSHA safety training.
- b) The following items can be used to confirm OSHA training:
 - i) OSHA card image
- c) All data will be kept in the strictest of confidence and only accessed by the C3 Training Database administrator and C3 staff.

4) The Contractor managing a C3 Project will:

- a) Periodically supply C3 with a Specialty Contractor List and Project Plan/Schedule/Milestones to assist with scheduling C3 Jobsite Compliance Visits throughout the project

- b) Verify OSHA compliance of all Craft Workers and Supervisors prior to or upon arrival at a C3 jobsite.
 - c) Deliver C3 Orientation in English and Spanish the first time a Craft Worker or Supervisor arrives on the jobsite.
 - i. With approval from C3, an Affidavit for off-site C3 Orientations may be accepted in place of C3 Orientations given on the jobsite only in rare cases where project schedule, lack of equipment or facilities, or other extenuating circumstances would prevent the Contractor from showing the C3 Orientation onsite.
 - d) All C3 Project jobsites will participate in the **C3 Safety Training – 15 Refresher Modules** and the Contractor must submit a headcount of all participants as part of the **Monthly Metrics**.
 - e) Monthly Reporting
 - i. Only Contractors working on a C3 Project will submit Monthly Metrics to C3. This is not required of Specialty Contractors.
 - ii. Contractors working on a C3 Project will submit monthly sign-in sheets collected from C3 Orientations on that project.
 - f) Collaborate with C3 to determine where C3 signage approved for posting by the owner will be displayed on the jobsite.
- 5) C3 will provide to qualified parties access to all necessary application and compliance documents either via the C3 website or through email request to the C3 compliance manager.

6. COMPLIANCE PROCESS

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

- 1) Step one is a **C3 Training Database Review** using C3 Orientation sign-in sheets, which are submitted by the Contractor's project team each month and compared to the C3 Training Database.
- 2) Step two is a **Jobsite Compliance Visit** with the Contractor designed to provide personal interaction with the project team, any Craft Worker providing labor on site and the C3 Compliance Manager to review compliance with C3 requirements.
- 3) Follow up: Any action items identified as part of the jobsite visit are to be corrected within 7 business days of receipt of the compliance report. C3 must be notified in writing how and when deficiencies are corrected. Failure to correct deficiencies may result in Conditional Status designation for the violating company.
- 4) For the full C3 Project Compliance Program policy document, please contact a C3 representative.

7. CRAFT TRAINING FRAMEWORK

Craft Training is a key element in creating and maintaining a Sustainable Craft Workforce in the commercial construction industry. C3 strongly encourages all Contractors and Specialty Contractors to offer ongoing craft training programs linked to construction career paths for all Craft Workers.

The Craft Training Framework outlines four (4) levels of self-assessment and three (3) levels of endorsement available to construction companies. C3 mandates that all Accredited Employers be endorsed at a level of Recognized or above within 12 months after submission of Craft Training Self-Assessment. If the applying company does not currently have a training program, it should

self-assess at the Pre-program level.

Outlined below are the definitions for each level of endorsement as well as the application and review process. Project Participants and Certified Staffing Agencies may also elect to participate in the craft training endorsement process.

Completing the Self-Assessment for Endorsement

The company will use the C3 CRAFT TRAINING SELF-ASSESSMENT to self-identify at 1 of 4 Participation Levels. Once the company completes and submits the self-assessment indicating participation level of Recognized, Leader or Champion, the C3 People Development Staff will schedule an endorsement review. If the company determines that there is currently no craft training offered, the selected self-assessment level is Pre-program.

Craft Training Participation Levels

1) Recognized

- a) Company has documented craft training offered for all Craft Workers.
- b) Company tracks documented craft training completion for all Craft Workers.

2) Leader

Recognized plus defined career path for all craft positions and 2 of the following 3:

- a) Company offers a structured craft training program
- b) Company offers Industry standard credentials to employees (if relevant)
- c) Company provides ongoing training for its existing workforce

3) Champion

Leader level plus 2 of the following 3:

- a) Company has learning and development programs that link to performance management of its workforce, company goals and/or metrics
- b) Company encourages a culture of people development, including a broad reach of development through all levels of craft workforce.
- c) Company supports industry wide workforce development through advocating, mentoring or otherwise offering learning assistance

4) Pre-Program

A company that identifies as Pre-Program during the self-assessment has:

- a) No craft training offered
- b) Committed to development and implementation of a Recognized level craft training program within 12 months of self-identifying with C3 as Pre-Program.

C3 has dedicated training consultants who are available to guide Pre-program companies through the training program development process. C3 has identified 5 milestones to assist Pre-program companies as they work to implement a craft training program. This service is offered free of charge to all current Accredited Employers.



Month 1 – Executive Letter of Commitment

Month 3 – Consultation with C3 or enrollment in Pre-Program Peer Group

Month 6 - Identified training gaps for all craft positions

Month 9 – Training plan to close training gaps or begin training program

Month 12 – tracking of implementation of training plan submitted in Month 9

Non-Compliance with Craft Training Endorsement Requirements

1. Failure to participate in a C3 Craft Training Endorsement Review or meet a Pre-Program Milestone may result in the following corrective action

a. Company being placed on Conditional Status with C3 (see additional information in section 8 **Conditional Status**)

Contact info@c3.org should you have any questions.

8. CONDITIONAL STATUS

Conditional Status occurs when a company is found to be out of compliance and has failed to demonstrate an effort to remedy identified compliance issues. Conditional Status will result in a company being turned off in the C3 Training Database, which generates a notification to Project Managers of C3 Projects, Contractor(s) and Owner(s) that it has been placed on Conditional Status. In addition, company will be prohibited from being awarded new C3 work, and it will be assessed a \$400 administrative fee upon reinstatement to C3. Reasons for being placed on Conditional Status include but are not limited to:

- 1) Company is found to be out of compliance during a Jobsite Compliance Visit
 - a) Compliance violations may include improper pay practices, failure to enroll employees or assign them to the project in the C3 Training Database, or upload OSHA documentation for each employee.
 - b) Suspension of accreditation until remediation occurs
- 2) Company fails to enroll in C3 while working on a C3 Project
 - a) If they seek to provide labor on a new C3 Project, they will be required to pay the fee of the prior C3 Project in addition to the fee on the current C3 Project on which they wish to participate along with \$400 administrative fee.
 - b) Contractors that fail to uphold C3 Principles and requirements for all Specialty Contractors working on their behalf on a C3 Project will be put on notice for their failure to comply, and the Owner of the C3 Project will be notified by the Executive Director of C3.
- 3) Company fails to comply with Craft Training Endorsement Requirements
 - a) If company completes Craft Training Endorsement Self-Assessment at the Pre-Program Participation Level and
 - fails to meet a required milestone, they will be deemed out of compliance and have

45 days to remediate prior to being placed on Conditional Status.

OR

- fails to obtain a minimum endorsement level of *Recognized* from C3 by the end of the 12th month after submission of Craft Training Self-Assessment, they will have 45 days to remediate prior to being placed on Conditional Status.
- b) If company completes Craft Training Endorsement Self-Assessment at the *Recognized, Leader, Champion* Participation Level and fails to schedule/attend the review with C3, within 60 days of submission, they will have 45 days to remediate prior to being placed on Conditional Status.
- c) If company fails to move back into compliance within 45 days, company will be placed on Conditional Status.
- Company will be turned off in the C3 Training Database.
 - If currently on a C3 Project(s), Contractor's Project Manager will be notified.
 - A \$400 administrative fee will be assessed for reinstatement of C3 accreditation.

9. RE-ACCREDITATION

- 1) Accredited Employers and Certified Staffing Agencies will need to renew their status every calendar year and submit the annual enrollment fee, along with a Certificate of Insurance as proof of Workers' Compensation Insurance coverage.
 - a) All C3 Accredited Employers and Certified Staffing Agencies shall be required to update records and maintain current contacts for the company.
 - b) Craft Training Endorsement must be renewed every three-years.
- 2) Project Participant enrollment expires when the project is complete.
- 3) Companies that have a lapse in accreditation will be required to submit a new application, Certificate of Insurance and pay the C3 accreditation fee.

10. RECORD KEEPING AND DATA

C3 has developed web-based software used to electronically track Companies, Craft Workers' and Supervisors' credentials. The C3 Training Database is also used to track C3 Projects. Only the Contractor can view the Craft Workers assigned to its C3 Project in the C3 Training Database. Specialty Contractors can see their employees and the employees of sub tier Specialty Contractors working on their behalf. **Specialty Contractors cannot view the employees of other companies in the C3 Training Database.**

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

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

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

11. SUPPORTER ROLES AND RESPONSIBILITIES

OWNER ENDORSER

1) Owners endorse C3 Principles and require C3 accreditation for all Contractors and Specialty Contractors for their C3 projects. Owners place *C3 General Conditions*, which can be found on the C3 website in the specifications section of their contract documents and in Requests for Proposal. They serve as a standard of compliance as it relates to craft employees performing any labor on their projects.

2) Owners regularly access the current Accredited Employer list. A list of Accredited Employers can be found on the C3 website; and is made available to all C3 Owner Endorsers.

ACCREDITED EMPLOYERS

1) C3 Accredited Employers have a responsibility to Owners to build quality projects with highly qualified, OSHA certified, trained and skilled Craft Workers.

2) They support C3 Principles as outlined above.

3) They invest in the future by supporting the development of on-going skills training for all Craft Workers.

4) They comply with the C3 General Conditions included in the specifications issued for the C3 Project and the requirements approved by Owners.

5) They encourage the use of C3 standards when securing work with Owners.

ADVOCATE

1) Promote C3 Principles within the organization as well as the community.

2) Provide C3 link on website.

3) Provide space in newsletter/publications annually to promote C3.

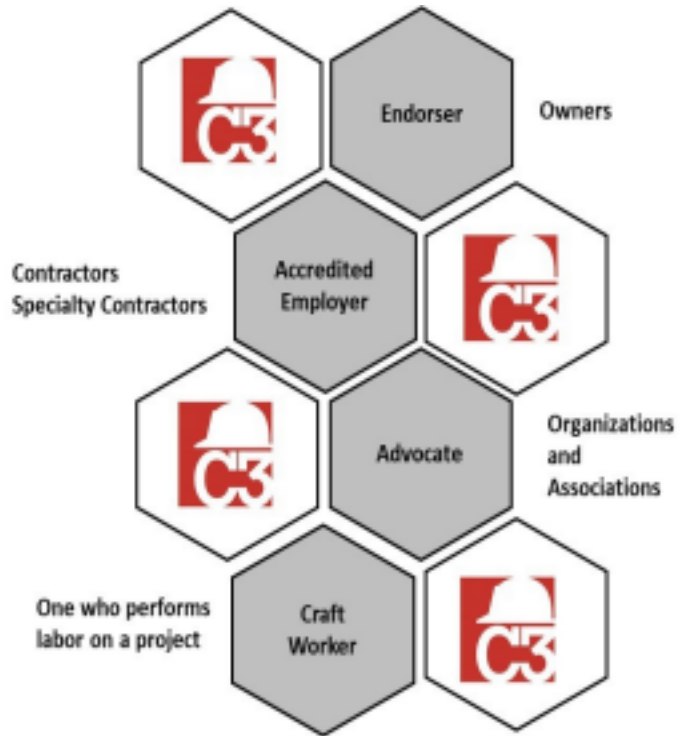
4) Update members on C3 at Annual Meetings.

5) Participate in C3 fundraising activities.

CRAFT WORKER

1) Promote C3 Principles within their Craft Worker community.

2) Report any instance of their respective employer's failure to comply with C3 Principles.



12. GLOSSARY OF C3 TERMS

Accredited Employer	A Contractor or Specialty Contractor, of any and every tier, who is in full compliance with C3 principles for its entire craft workforce or within the Greater Houston area on all projects and C3 Projects.
Advocate	Organizations who endorse C3 Principles and communicate endorsement through their organizations or membership. Advocates also provide backing through annual in-kind support and/or financial contributions.
C3 Project	A specific commercial construction project designated by an Owner to be deemed a C3 Project holding to the organization's principles. Contractors and Specialty Contractors may also recommend a project for C3 participation.
C3 Safety Training – 12 Month Modules	Monthly safety training required by C3 and conducted by the general contractor on all C3 Projects. Other Accredited Employers and Project Participants are encouraged to provide the training even though they are not on a C3 Project.
C3 Training Database	Web based software developed by C3 to electronically track Craft Workers' and Supervisors' safety credentials. The software is utilized to manage the data pertaining to C3 Projects and that of Contractors, Specialty Contractors, Certified Staffing Agencies and their employees.
Conditional Status	Status assigned to companies found to be out of compliance with C3 Requirements.
Contractor	A General Contractor or Construction Manager.
Craftsperson/Craft Worker	One who performs any labor on a project or C3 Project, is paid hourly and is not an independent subcontractor (W2 earner not given a 1099). If they work on C3 Projects, they are required to have an OSHA 10 credential.
Employer	Contractor or Specialty Contractor of all tiers that employees Craft Workers and Supervisors.
General Conditions - Specifications	Contract language for Owner Endorsers and Contractors to incorporate into project specifications. Developed by C3 as a standard of compliance as it relates to craft employees performing any labor on their projects.
C3 Training Database Review	A review of the use of the C3 Training Database by Accredited Employers and Project Participants on C3 projects using orientation sign-in sheets or other project attendance documentation. C3 staff reports numbers and percentages of individuals found in and out of compliance to the C3 Board of Directors but does not share the names of these individuals.
Jobsite Compliance Visit	Scheduled and For Cause Compliance visits conducted throughout the year for Accredited Employers and Project Participants working on C3 Projects. A report is generated for C3 Board of Directors and Owner Endorser review.

Monthly Metrics	Internal C3 document submitted by the Contractor of a C3 Project indicating man hours, safety metrics, and training headcounts.
OSHA	Occupational Safety and Health Administration.

OSHA 10-hour	Construction Safety Training that meets the standards of the OSHA Training Institute required by C3 for all Craft Workers.
OSHA 30-hour	Construction Safety Training that meets the standards of the OSHA Training Institute required by C3 for all Supervisors managing Craft Workers.
Owner	Also referred to as a construction user. The entity that engages the Contractor and deems a project to be a C3 project.
Owner Endorser	Owner (construction user) that supports C3 by endorsing and communicating the principles of C3. Endorsers include C3 Principles in the form of C3 General Conditions - Specifications or include language on all available projects. It is the goal of C3 that Owner Endorsers would include C3 Principles on all of their projects (including master or enabling type agreements).
Pay Stub	A document that is given to an employee each pay period that shows the amount of money that the employee has earned and the amount that was removed for taxes, insurance costs, etc. Also known as an income statement or earning statement.
Professional Employment Organizations (PEO)	Operates in a co-employment relationship with its clients, by including the clients' workers on their own payroll. In such a relationship, PEOs become employers of record for tax and insurance purposes. PEOs exercise decision making on human resource management and share legal responsibilities as co-employers.
Project	A specific project designated by an Owner that is deemed a C3 Project, holding to the organization's principles.
Project Participant	A Contractor or Specialty Contractor, of every tier, who is in full compliance with C3 Principles for all its Craft Workers on a designated C3 Project.
Request for Proposal	A document that outlines C3 Principles and project requirements for bidders interested in bidding on a C3 Project. The form must be signed and returned to the Contractor at the time of bid.
Specialty Contractor	A subcontractor working for a Contractor or a subcontractor working for another subcontractor of any tier.
Staffing Agency	C3 approved staffing agencies that endorse the C3 Principles and provide labor to Contractors and Specialty Contractors that meet the OSHA 10 and 30 safety training requirements, pay their employees according to C3 requirements and provide workers' compensation insurance.
Supervisors	Site-specific, company-designated Supervisors, managers, foremen or anyone with management responsibilities. They are required by C3 to have OSHA 30.
Sustainable Craft Workforce	A craft workforce that, through its own environment can sustain itself at the necessary level of worker satisfaction and required expertise indefinitely into the future. It is an environment that encompasses, by necessity, elements of financial security, health and well-being, training and education for employees; stability, ethical conduct, moral behavior and talent pools for contractors; and efficiency, productivity improvements, and social acceptability/responsibility for Owners.

Appendix A

Fee changes will apply to all projects announced after August 31, 2019.

Effective January 1 2025, the following changes to the C3 fee structure will occur:

C3 Accredited Employer fee	\$2,500 annually
C3 Certified Staffing Agency/PEO	\$2,500 annually
C3 Project Participant fee scale through 12/31/2024	<ul style="list-style-type: none"> • For the first C3 Project commencing construction after September 1, 2019, the fee will be ¾% of the sum of all contracts held by that Specialty Contractor on the project. <ul style="list-style-type: none"> ○ Minimum fee of \$200 and a maximum fee of \$2,800. • For the second C3 Project commencing construction after September 1, 2019, the fee will be 1% of the sum of all contracts held by that Specialty Contractor on the project. <ul style="list-style-type: none"> ○ Minimum fee of \$300 and a maximum fee of \$3,500. • For all subsequent C3 Projects, the fee will be 1½% of the sum of all contracts held by that Specialty Contractor on each project. <ul style="list-style-type: none"> ○ Minimum fee of \$500 and a maximum fee of \$5,000.
C3 Project Participant fee scale from 1/1/2025	<p>All C3 project participants with a project start date after Jan 1, 2025 will pay a fee of 1% of the value of the project</p> <ul style="list-style-type: none"> • There is no maximum fee on this charge • There is a minimum fee of \$500

<p>Craft Training consultation services available for C3 Accredited Employers and Project Participants</p>	<p>Accredited Employers</p> <ul style="list-style-type: none">• Unlimited consultation and endorsement free of charge <p>Project Participants</p> <ul style="list-style-type: none">• One complimentary one-hour session<ul style="list-style-type: none">○ Subsequent consultation hours can be purchased for \$150 per hour*. <p>*Must be paid by credit card in advance of service. Subject to a 3.5% processing fee</p>
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