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.
      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 your 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 your behalf to submit an application to C3
      xii) To provide C3 a list of Specialty Contractors providing labor on your 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 your 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 your behalf to submit an application to C3
xii) To advocate for C3 principles to Owners, Contractors, and Specialty Contractors.

xiii) To pay a C3 application 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 by this staffing agency on behalf of all C3 Accredited Employers and C3 Project Participants.

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

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

iv) Workers compensation insurance is being provided on behalf of all 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 Craft Workers employed by your 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.constructioncareercollaborative.org](http://www.constructioncareercollaborative.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@constructioncareercollaborative.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 People Development at peopledev@constructioncareercollaborative.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 you contract other companies 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 Supervisor’s OSHA card or certificate 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 safety training.
   b) The following items can be used to confirm OSHA training:
      i) OSHA card image
      ii) Certificate image
   c) All data will be kept in the strictest of confidence and only accessed by the C3 Training Database administrator, 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 in 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. Show the C3 Orientation video 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 – 12 Month 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 an **Internal Compliance Review** of the C3 Training Database using C3 Orientation sign-in sheets that are submitted by the Contractor’s project team each month.

2) Step two is a **Jobsite Compliance Visit** with the Contractor designed to provide personal interaction with the project team and as well as any Craft Worker providing labor on site 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 reports. 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 and 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 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, C3 People Development Staff. 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 has documented craft training completion tracked for all Craft Workers
   c) Participate in a C3-led review of craft training program within 60 days of self-assessment submission.

2) **Leader**
   Recognized level plus 2 of the 3 following:
   a) Offers a structured training program
   b) Offers Industry standard credentials to employees (if relevant)
   c) Provides ongoing training for existing workforce
   d) Participate in a C3-led review of craft training program within 60 days of self-assessment submission.

3) **Champion**
   Leader level plus 2 of the 3 following
   a) Has implemented learning and development programs that link to performance management of workforce or company goals/metrics
   b) Encourages a culture of people development, including a broad reach of development through all levels of craft workforce
   c) Supports industry wide workforce development through advocating, mentoring or otherwise offering learning assistance
   d) Participate in a C3-led review of craft training program within 60 days of self-assessment submission.

4) **Pre-Program**
   A company that identifies as Pre-Program during the self-assessment has:
   a) No craft training offered
   b) Committed to developing a Recognized level craft training within 12 months of self-identifying with C3 as Pre-Program.
C3 has dedicated training consultants 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 free to all current Accredited Employers.

C3 Craft Training Endorsement Milestones

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 peopledev@constructioncareercollaborative.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 effort to remedy identified compliance issues. Conditional Status will result in a company being turned off in the C3 Training Database, have current C3 Project Managers, Contractor and Owner notified of conditional status, inability to be awarded new C3 work, and assessment of a $400 administrative fee upon reinstatement to C3.

1) Company found to be out of compliance during a compliance visit
   a) Compliance violations including but not limited to 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 past C3 Project in addition to the fee on the current C3 Project on which they wish to participate and a $400 administrative fee.
   b) Contractors that fail to uphold C3 Principles for all Specialty Contractors working on their behalf on a C3 Project will be put on notice for their failure to comply with C3 Principals and requirements. The Owner of the C3 Project will be made aware of the situation via a letter from 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/contact C3 they will be deemed out of compliance and have 45 days to remediate
      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

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 Database
   • If currently on a C3 Project(s), GC/ Project Manager will be notified
   • A $400 administrative fee will be assessed to turn the company back on in the C3 Training Database

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 and Certificate of Insurance when submitting renewal payment.

10. RECORD KEEPING AND DATA

C3 has developed web-based software used to electronically track Companies, Craft Workers’ and Supervisors’ credentials and C3 Projects. Only C3 General Contractors can see the Craft Workers on their C3 Project jobsite when using the C3 Training Database. Specialty Contractors (subcontractors) can only see their employees or the employees of those working on their behalf (sub tier Specialty Contractors). Specialty Contractors (subcontractors) cannot see the employees of other companies in the 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 intended 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 include *C3 General Conditions*, found on the C3 website, in the specifications section of their contract documents and 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; [http://www.constructioncareercollaborative.org/accredited-employers.html](http://www.constructioncareercollaborative.org/accredited-employers.html) 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

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accredited Employer</td>
<td>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.</td>
</tr>
<tr>
<td>Advocate</td>
<td>Organizations who endorse C3 Principles and communicate endorsement through their organizations or membership. Advocates also provide backing through an annual in-kind and financial support.</td>
</tr>
<tr>
<td>C3 Project</td>
<td>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.</td>
</tr>
<tr>
<td>C3 Safety Training – 12 Month Modules</td>
<td>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.</td>
</tr>
<tr>
<td>C3 Training Database</td>
<td>Web based software developed by C3 to electronically track Craft Workers’ and Supervisors’ safety credentials. The software also manages C3 Projects, Contractors, Specialty Contractors, Certified Staffing Agencies and their employees.</td>
</tr>
<tr>
<td>Conditional Status</td>
<td>Status assigned to companies found to be out of compliance with C3 Requirements.</td>
</tr>
<tr>
<td>Contractor</td>
<td>A General Contractor or Construction Manager.</td>
</tr>
<tr>
<td>Craftsperson/Craft Worker</td>
<td>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.</td>
</tr>
<tr>
<td>Employee</td>
<td>Anyone other than a Craft Worker or supervisor associated with the accredited company.</td>
</tr>
<tr>
<td>Employer</td>
<td>Contractor or Specialty Contractor of all tiers that employees Craft Workers and Supervisors.</td>
</tr>
<tr>
<td>General Conditions - Specifications</td>
<td>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.</td>
</tr>
<tr>
<td>Internal Compliance Review</td>
<td>Internal review of the use of the C3 Training Database by Accredited Employers and Project Participants. Report is not published but is used as a tool for Jobsite Compliance Visits.</td>
</tr>
<tr>
<td>Jobsite Compliance Visit</td>
<td>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 Board and Owner Endorser review.</td>
</tr>
<tr>
<td>Monthly Metrics</td>
<td>Internal C3 document submitted by the Contractor of a C3 Project indicating man hours, safety metrics, and training headcounts.</td>
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<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Administration.</td>
</tr>
<tr>
<td>OSHA 10-hour</td>
<td>Construction Safety Training that meets the OSHA Training Institute required by C3 for all Craft Workers.</td>
</tr>
<tr>
<td>OSHA 30-hour</td>
<td>Construction Safety Training that meets the OSHA Training Institute required by C3 for all Supervisors managing Craft Workers.</td>
</tr>
<tr>
<td>Owner</td>
<td>Also referred to as a construction user. The entity that engages the Contractor and deems a project to be a C3 project.</td>
</tr>
<tr>
<td>Owner Endorser</td>
<td>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).</td>
</tr>
<tr>
<td>Pay Stub</td>
<td>A document that is given to an employee with each paycheck and that shows the amount of money that the employee earned and the amount that was removed for taxes, insurance costs, etc. Also known as an income statement or earning statement.</td>
</tr>
<tr>
<td>Professional Employment Organizations (PEO)</td>
<td>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.</td>
</tr>
<tr>
<td>Project</td>
<td>A specific project designated by an Owner that is deemed a C3 Project, holding to the organization’s principles.</td>
</tr>
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<td>Project Participant</td>
<td>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.</td>
</tr>
<tr>
<td>Request for Proposal</td>
<td>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.</td>
</tr>
<tr>
<td>Specialty Contractor</td>
<td>A subcontractor working for a Contractor or a subcontractor working for another subcontractor of any tier.</td>
</tr>
<tr>
<td>Staffing Agency</td>
<td>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.</td>
</tr>
<tr>
<td>Supervisors</td>
<td>Site-specific, company-designated Supervisors, managers, foremen or anyone with management responsibilities. They are required by C3 to have OSHA 30.</td>
</tr>
<tr>
<td>Sustainable Craft Workforce</td>
<td>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.</td>
</tr>
</tbody>
</table>
## Appendix A

### Fee Structure Table

<table>
<thead>
<tr>
<th>Fee Structure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>C3 Accredited Employer fee</td>
<td>$1,500 annually</td>
</tr>
<tr>
<td>C3 Certified Staffing Agency/PEO</td>
<td>$2,000 annually</td>
</tr>
<tr>
<td>C3 Project Participant</td>
<td>Project Participants will pay ½% of the sum of all contracts held by a Specialty Contractor on the project, or a minimum or $100 and a maximum of $2,000.</td>
</tr>
</tbody>
</table>