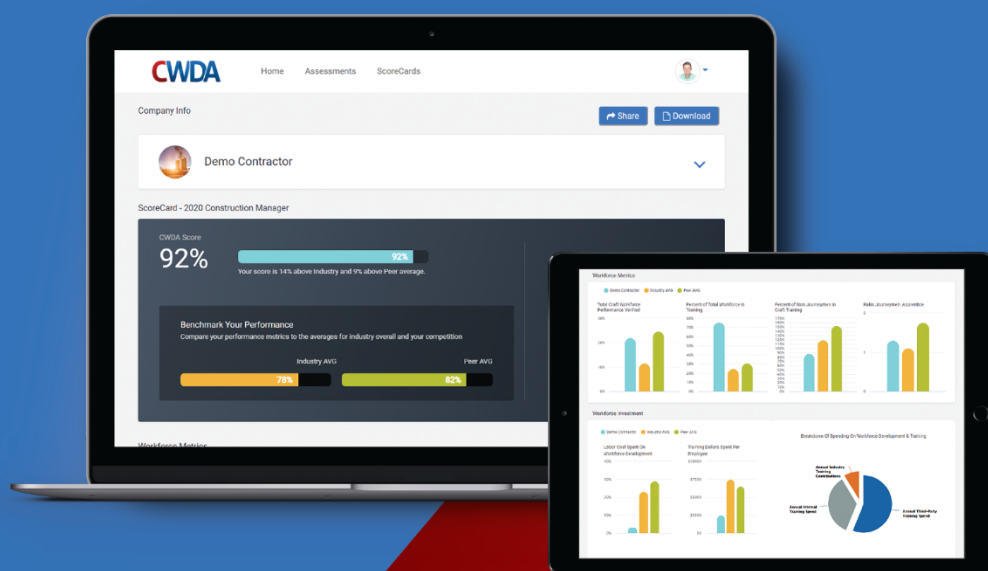


CWDA // Contractors Workforce Development Assessment™



USER GUIDE

A construction industry collaboration between:



Table of Contents

About the CWDA	3
CWDA Benefits	3
CWDA Process	4
CWDA Assessment Types	4
CWDA Assessment Questions	5
CWDA User Guide	10
Appendix A: Terms & Definitions	20
Appendix B: Frequently Asked Questions	25

The CIR Confidentiality & Anti-Trust Commitment – We know your information is proprietary and confidential; therefore, we diligently work to ensure your data is never shared or revealed, regardless of the type of data or the format in which you provide it. In addition, all report outputs conform to Federal anti-trust regulations to help prevent shared information from being used for inappropriate purposes.



www.CIRanalytics.com

About the CWDA

The Contractors Workforce Development Assessment (CWDA) is a powerful assessment tool which objectively measures a contractor's commitment and activity for workforce development and training. The goal of the CWDA is to improve worker competency measurably and continuously by making workforce development and training a key criterion in the prequalification and final selection of contractors.

Under the guidance and leadership of the labor-neutral CURT (www.curt.org) Workforce Development Committee and NCCER (www.nccer.org), the CWDA was developed to evaluate and provide a qualitative metric that would fairly, objectively and consistently represent a contractor's commitment to workforce development and training. The CWDA is designed to prequalify and assist hiring organizations (owners, EPCs, GCs, etc.) in the final selection of contractors, just as contractor safety, quality, and schedule are key prequalification and selection criteria. The CWDA will help hiring organizations benchmark contractor craft training programs and provide a set of objective measures to improve what has traditionally been a subjective analysis.

The CWDA development was minimally predicated on the following key objectives:

- Increase objectivity and minimize subjectivity to the extent possible
- Weight questions by importance and impact on workforce development
- Consider and accommodate the impact of different contractor types (general contractors, construction managers, and subcontractors)
- Ensure the tool and analysis is labor-posture-neutral
- Use qualified third parties to audit information to achieve consistency
- Facilitate industry benchmarking and drive improvement through metrics

The CWDA was created and validated to effectively evaluate and communicate a contractor's workforce development and training commitment as well as program quality.

CWDA Benefits

- Enables hiring organizations (owners, EPCs, GCs, etc.) more effectively evaluate and qualify contractors to lesson project labor risk
- Sets workforce development and training metrics and standards for the industry
- Drives improvement by helping contractors identify improvement opportunities
- Promotes the safe and productive completion of projects on-time and on-budget
- Provides a key metric input for the Labor Risk Index (LRI)
- Improves contractor's operational excellence

CWDA Process

Contractors subscribe online – www.myCWDA.com – to participate in the CWDA. The participant initiates an assessment(s) which correlates to their company type, answers each data request and question on the assessment(s), and uploads documentation to support and validate the answers. A non-biased, third-party auditor reviews the completed assessment and supporting documentation, and assigns a score for each question which aggregates to an overall score. The final and approved assessment results in a **CWDA ScoreCard™** which contains metrics and benchmarking data, along with the question details and improvement recommendations. The contractor can then grant access to specific owners and/or general contractors to view their CWDA score. Owners also subscribe to the CWDA to access contractors' ScoreCards.

1. Contractor sets up an account at www.myCWDA.com to access the CWDA
2. Contractor initiates, completes and submits the relevant assessment(s). The estimated time to complete an assessment will vary based on how the contractor's information is organized and what may need to be developed during the assessment process.
3. The CWDA Admin assigns a professional resource for the submission review/audit
4. The Auditor reviews the submitted data, assessment and supporting documentation and will conduct a telephone audit with the contractor to review responses and information provided – additional information and clarification may be requested as necessary
5. The contractor updates responses and provides any additional information as necessary
6. The Auditor assigns a score to each question in the assessment
7. The Auditor may provide notes and/or recommendations for each assessment question
8. The Auditor may provide notes and/or recommendations for the overall assessment
9. Upon audit approval, the **CWDA ScoreCard™** and the Assessment Report are published and available to the contractor online and in PDF format
10. The contractor can share any past or current ScoreCard (with or without the report) to any owner or contractor (EPC, GC, Prime, etc.) online and in PDF format

CWDA Assessment Types

Currently, there are three categories of assessments:

- Construction Manager
- General Contractor (Self-Performing)
- Specialty Contractor / Sub-Contractor

When initiating an assessment, it is important for the contractor to select the assessment type that best represents the construction organization. All 3 assessment options may be completed.

CWDA Assessment Questions

Each assessment contains two sections – Data & Metrics and Assessment. The Data & Metrics section contains a series of data fields (shown below). The Assessment section contains a series of questions (shown below) requiring a "Yes" or "No" response. The data and metrics data request is the same across all organizations; however, the assessment questions are unique to workforce development activity most relevant to the organization type selected. Any "Yes" response also requires submittal of supporting information and/or documentation.

Data & Metrics Information Requested (Applies to all)
Volume of all construction work completed by division and industry sector.
Volume of self-performed construction work completed by division and industry sector.
Primary contract strategy by division and industry sector.
Type of work performed – construction, maintenance, shutdowns/turnarounds/outages
Specific craft(s) assessed in your organization, and the method of skills assessment used.
Annual amount spent for third-party or outside training conducted for your employees
Annual amount spent for in-house training of your employees
Total annual contributions of funds for training to industry recognized organizations (labor agreements, cents-per-hour, other)
Total number of craft workforce (laborer/helper through foremen)
Total number of craft workforce in a formal craft skills training program
Total number of credentialed journeymen
Total number of non-journeymen
Total number of non-journeymen in a formal craft skills training program
What percentage of your craft workforce is performance verified?
Craft Turnover Rate (total number of voluntarily terminated craft employees/ total craft employees) (Please list this as a percentage)
Total craft workforce absenteeism rate (Total man-days lost/Total available working days)
Total craft workforce eligible to participate in your structured craft progression program
Total craft workforce that participated in your structured craft progression program
Provide safety statistics documentation for the last two full calendar years – EMR, TRIR, DART

Construction Manager Questions (17)	
1	Does your company maintain a formal craft professional workforce development (WFD) program?
2	Does your company provide formal, documented top-down support for your craft workforce development program?
3	Does your company have a commitment of financial resources for workforce development and training?
4	Is your company's primary craft training program approved or recognized by an accredited organization?
5	Does your company support training achievements through compensation methods?
6	Does your company support training achievements through awards and recognition?
7	Does your company use performance verification and/or training credentials to validate craft competency?
8	Does your company have a policy/process for evaluating the level of commitment to workforce development and training from the contract partners you engage?
9	Will you provide safety statistics documentation for the last two full calendar years (January to December) for the group on which you are reporting?
10	Does your company use technology and/or services for labor risk management and understanding the skilled labor market?
11	Does your company offer programs to attract, retain and develop new constituencies and under-represented individuals in the workforce?
12	Is your company engaged in construction industry image enhancement and community awareness of employment opportunities?
13	Will you provide client references to verify the quality and management commitment of your company's workforce development efforts?
14	Is your company a current and active member in industry organizations and/or trade associations, which are actively engaged in workforce development?
15	Has your company received any workforce development related recognition from trade associations, industry, or community organizations that would demonstrate your involvement with exceptional projects over the last 2 calendar years (Jan – Dec)?
16	To improve workforce development, training and benchmarking across the construction industry, will you commit to engage your contract partners (sub-contractors) in CWDA participation?
17	Are you providing any additional information, not already requested, which supports your company's commitment to craft professional workforce development and training?

General Contractor Questions (26)	
1	Does your company maintain a formal craft professional workforce development (WFD) program?
2	Does your company provide formal, documented top-down support for your craft workforce development program?
3	Does your company have a commitment of financial resources for workforce development and training?
4	Is your company's primary craft training program approved or recognized by an accredited organization?
5	Does your company support training achievements through compensation methods?
6	Does your company support training achievements through awards and recognition?
7	Does your company require pre-employment qualifications for potential craft professionals?
8	Does your company employ a systemic approach or technology for maintaining and managing craft professional training records?
9	Does your craft training program use industry approved or recognized curriculum and/or training materials which offer portable credentials upon completion?
10	Does your company supplement its primary craft training program with in-house resources, outside vendors, or other training providers?
11	Does your company currently have credentialed/certified craft employees?
12	Does your company have a craft instruction employment strategy/policy?
13	Does your company use performance verification and/or training credentials to validate craft competency?
14	Does your company's craft training program support and incentivize upgrade training for credentialed craft professionals?
15	Does your company's training program facilitate leadership training for frontline supervisors?
16	Does your company engage in programs such as partnerships with local schools, job fairs, colleges, vocational and CTE programs, etc. to attract new talent to the construction industry?
17	Does your company offer programs to attract, retain and develop new constituencies and under-represented individuals in the workforce?
18	Does your company have a policy/process for evaluating the level of commitment to workforce development and training from the contract partners you engage?

19	Does your company use technology and/or services for labor risk management and understanding the skilled labor market?
20	Will you provide safety statistics documentation for the last two full calendar years (January to December) for the group on which you are reporting?
21	Is your company engaged in construction industry image enhancement and community awareness of employment opportunities?
22	Is your company a current and active member in industry organizations and/or trade associations, which are actively engaged in workforce development?
23	Has your company received any workforce development related recognition from trade associations, industry, or community organizations that would demonstrate your involvement with exceptional projects over the last 2 calendar years (Jan – Dec)?
24	Will you provide client references to verify the quality and management commitment of your company's workforce development efforts?
25	Are you providing any additional information, not already requested, which supports your company's commitment to craft professional workforce development and training?
26	To improve workforce development, training and benchmarking across the construction industry, will you commit to engage your contract partners (sub-contractors) in CWDA participation?

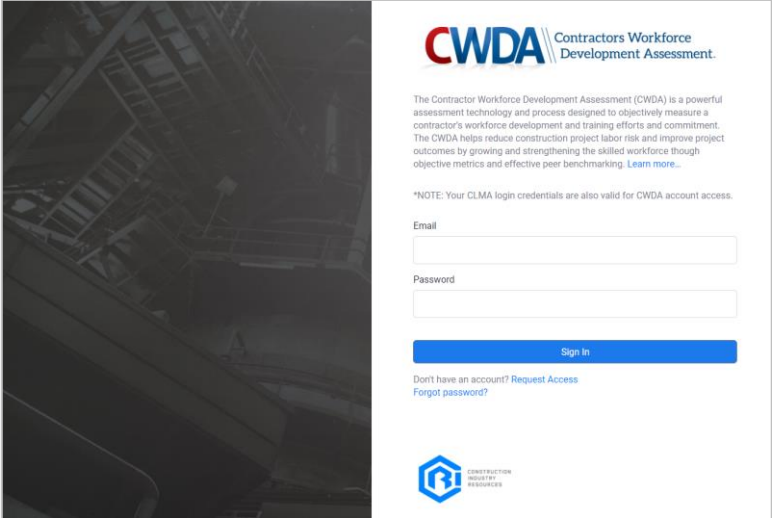
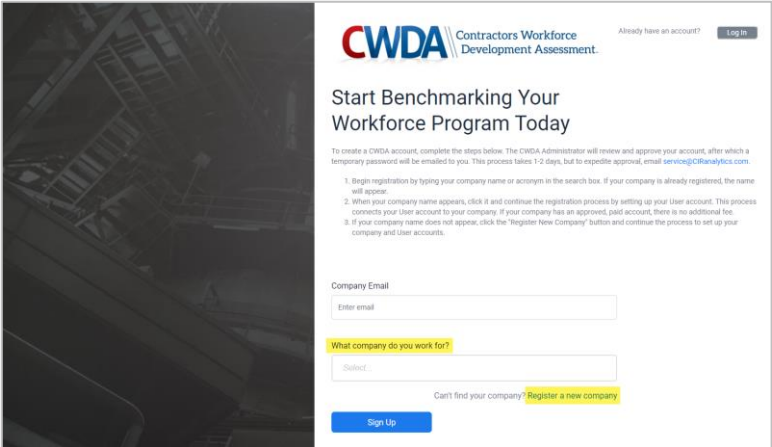
Specialty Contractor / Sub-Contractor Questions (24)

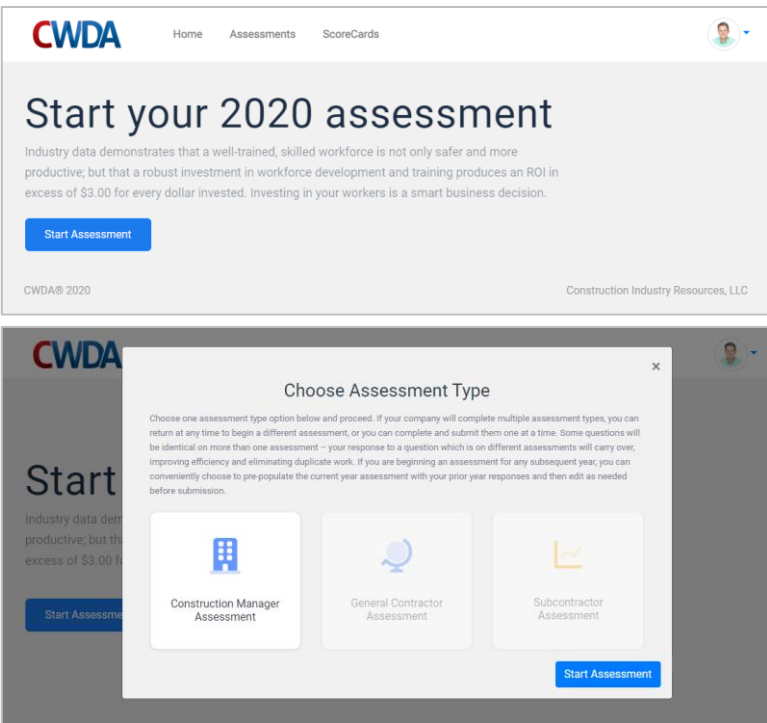
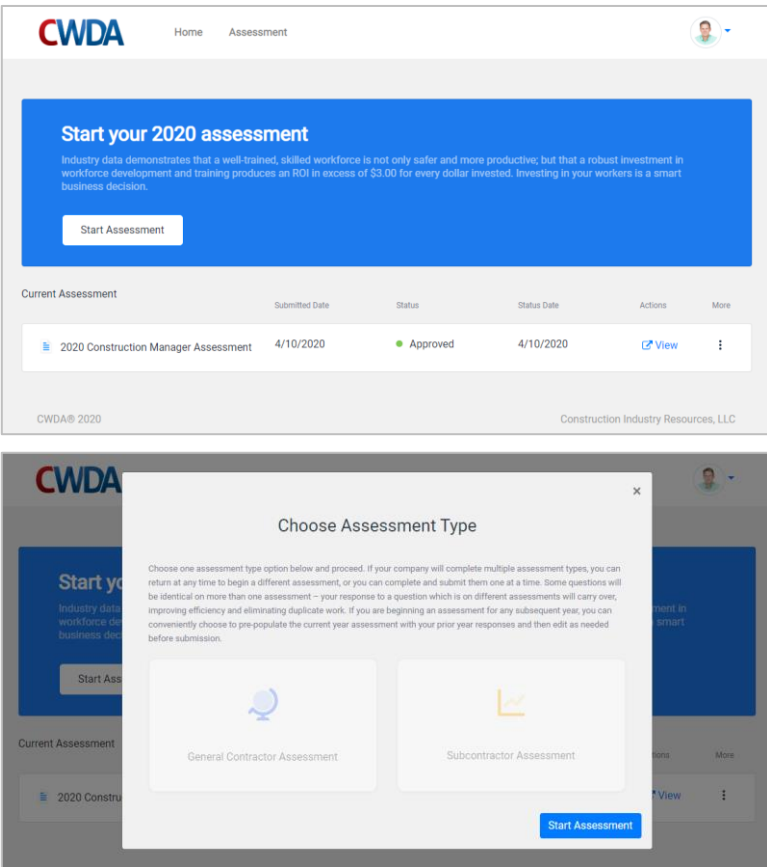
1	Does your company maintain a formal craft professional workforce development (WFD) program?
2	Does your company provide formal, documented top-down support for your craft workforce development program?
3	Does your company have a commitment of financial resources for workforce development and training?
4	Is your company's primary craft training program approved or recognized by an accredited organization?
5	Does your company support training achievements through compensation methods?
6	Does your company support training achievements through awards and recognition?
7	Does your company require pre-employment qualifications for potential craft professionals?
8	Does your company employ a systemic approach or technology for maintaining and managing craft professional training records?

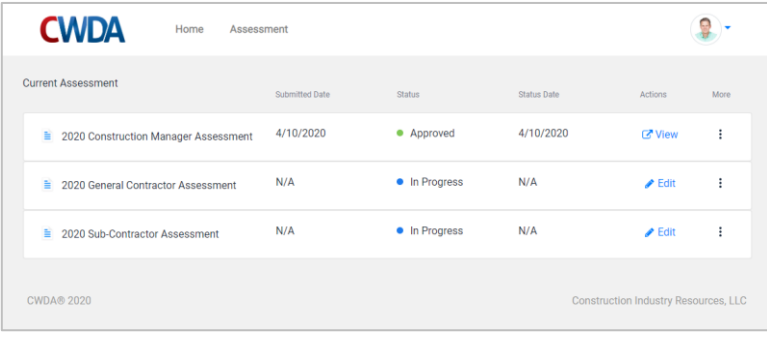
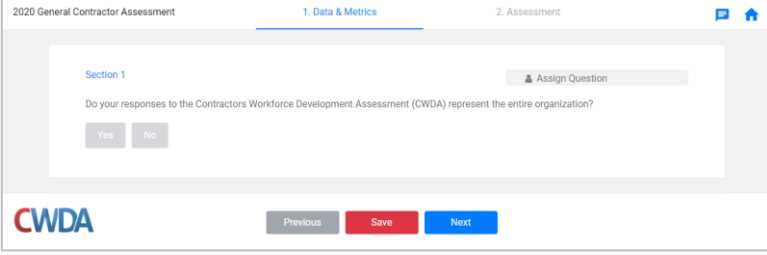
9	Does your craft training program use industry approved or recognized curriculum and/or training materials which offer portable credentials upon completion?
10	Does your company supplement its primary craft training program with in-house resources, outside vendors, or other training providers?
11	Does your company currently have credentialed/certified craft employees?
12	Does your company have a craft instruction employment strategy/policy?
13	Does your company use performance verification and/or training credentials to validate craft competency?
14	Does your company's craft training program support and incentivize upgrade training for credentialed craft professionals?
15	Does your company's training program facilitate leadership training for frontline supervisors?
16	Does your company engage in programs such as partnerships with local schools, job fairs, colleges, vocational and CTE programs, etc. to attract new talent to the construction industry?
17	Does your company offer programs to attract, retain and develop new constituencies and under-represented individuals in the workforce?
18	Does your company use technology and/or services for labor risk management and understanding the skilled labor market?
19	Will you provide safety statistics documentation for the last two full calendar years (January to December) for the group on which you are reporting?
20	Is your company engaged in construction industry image enhancement and community awareness of employment opportunities?
21	Is your company a current and active member in industry organizations and/or trade associations, which are actively engaged in workforce development?
22	Has your company received any workforce development related recognition from trade associations, industry, or community organizations that would demonstrate your involvement with exceptional projects over the last 2 calendar years (Jan – Dec)?
23	Will you provide client references to verify the quality and management commitment of your company's workforce development efforts?
24	Are you providing any additional information, not already requested, which supports your company's commitment to craft professional workforce development and training?

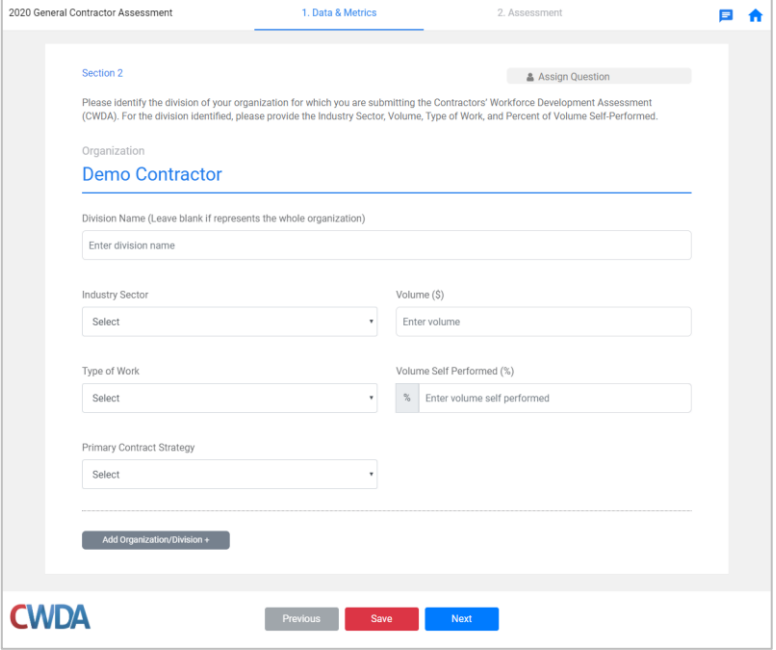
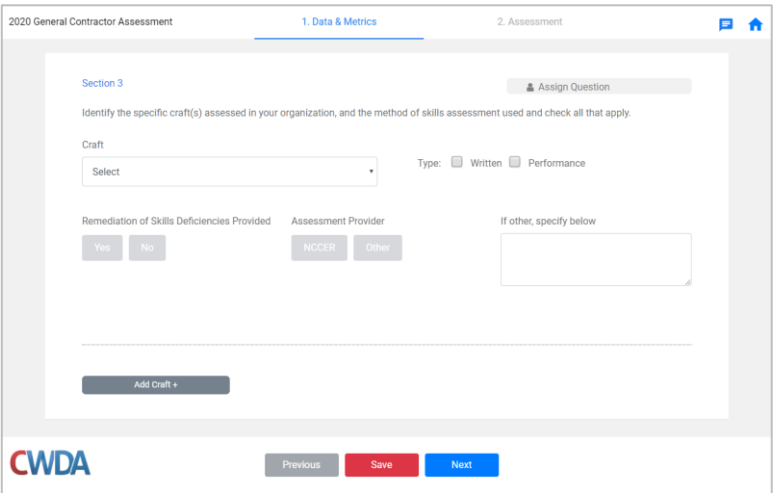
CWDA User Guide

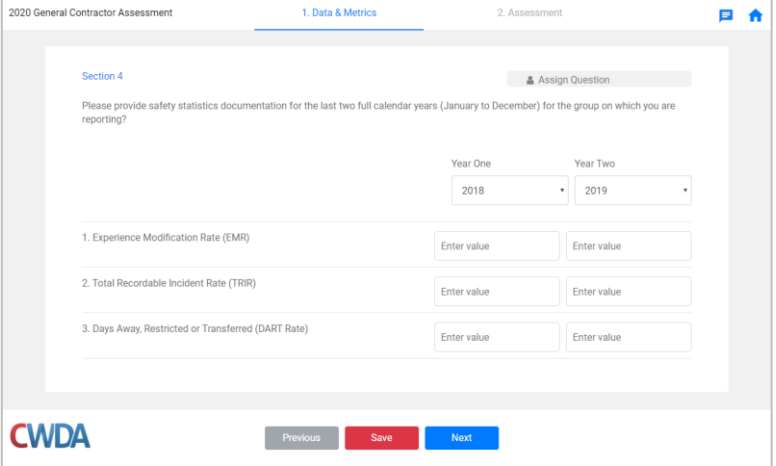
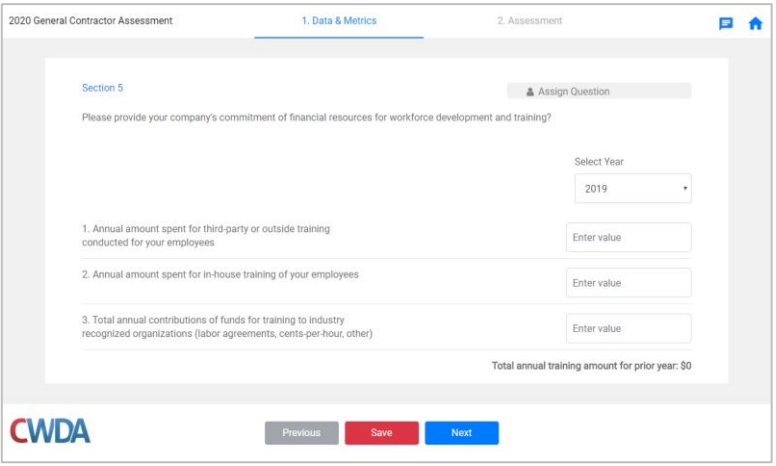
The following steps provide a general overview of how to use the CWDA portal to complete assessments and share the ScoreCard. For more detailed guidance and/or a webinar-based demo, contact the CWDA Team at service@ciranalytics.com.

Step 1	Visit www.myCWDA.com to log in to your account. If you have active login credentials for the CLMA (Construction Labor Market Analyzer) they are also valid for access to the CWDA portal. If you need to set up an account, click the “Request Access” button.	
Step 2	Every User account must be linked to the User’s organization. First check to see if your company is in the database. If yes, select it, then set up your User account. If your company is not on the dropdown list, click the Register a new company” to complete the process. Your account will be validated via email before access is approved. You must be the Primary User to complete an assessment. If you are not the Primary, you can only view assessments.	 To expedite account approval, contact the CWDA Team at service@ciranalytics.com. To assign the Primary User, contact the CWDA Team at service@ciranalytics.com.

Step 3	Until the first assessment has been initiated, your only action after login is to select an assessment type and begin the process.	
Step 4	After one assessment has been started, if other assessments are needed, select and continue. Multiple assessments can be in progress at the same time and some questions are identical across more than one assessment type. For any question appearing in multiple assessments, a response or edit to that question on one assessment will also display on the others. After an assessment(s) has been started, you can access and edit it until you are ready for submission.	

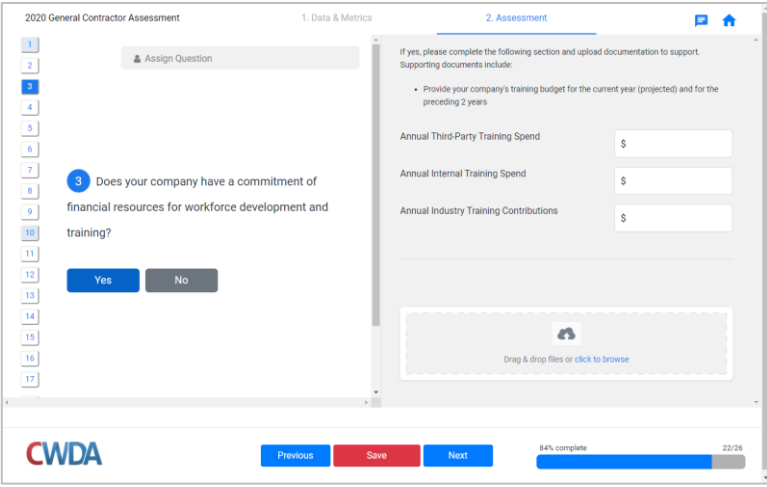
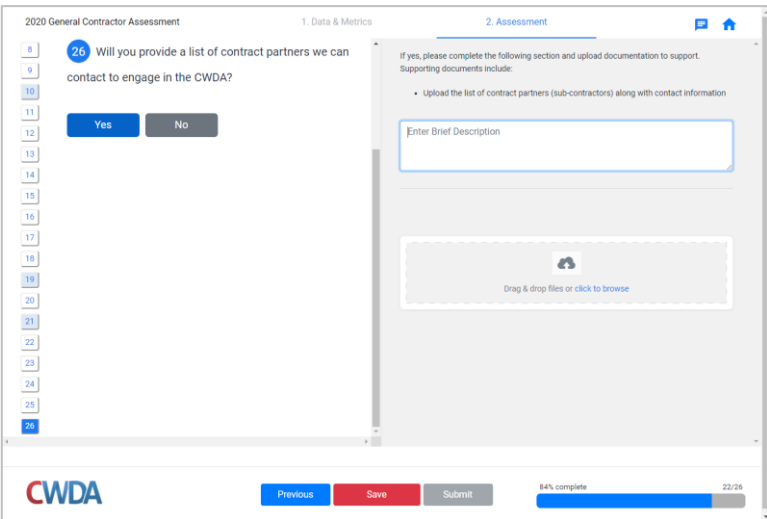
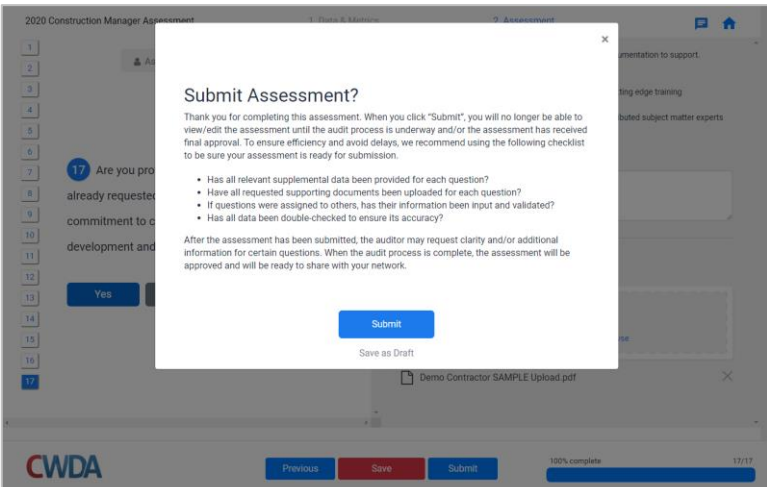
Step 5	Assessments in progress, but not submitted or approved can be accessed and edited by the “Edit” button. Approved assessments can be viewed and shared by the “View” button.	
Step 6	The assessment begins with “Data & Metrics”. <u>Section 1</u> – Indicate if this assessment is for the entire organization. E.g. a double-breasted contractor may need to complete 2 assessments – open shop and union.	 Remember to SAVE work continuously.

Step 7	<u>Section 2</u> – Identify the organizational division for which you are submitting this assessment. Add as many divisions as needed. For the division(s) identified, provide the Industry Sector, Volume, Type of Work, and Percent of Volume Self-Performed. Use “Assign Question” to delegate a response to a colleague. Click in the box and other Users in your network will appear. When you choose an email, that individual will receive an email letting them know to sign in and provide the response. If the User cannot answer, they can revert it back to you. Communicate info about this question using the comments icon.	
Step 8	<u>Section 3</u> – Identify the specific craft(s) assessed in your organization, and the method of skills assessment used. Check all that apply. Add as many craft disciplines as needed.	

Step 9	<u>Section 4</u> – Provide safety statistics data for the last two full calendar years (January to December) for the group on which you are reporting. Depending on when the assessment is completed, if the most current data is not available, select prior years for which safety data is available. If you already entered this in the Assessment section, the answers there will display here. If edits are made here, they will also display in the Assessments section.	
Step 10	<u>Section 5</u> – Provide data related to your company's commitment of financial resources for workforce development and training. If you already entered this in the Assessment section, the answers there will display here. If edits are made here, they will also display in the Assessments section.	

Step 11	<u>Section 6</u> – Provide workforce data and metrics for the selected calendar year (January - December) for the organization for which you are reporting. Be sure to report this information accurately as it will be used for key benchmarking displays. At the bottom of the Data & Metrics section, a text box is provided for the User to provide additional information and/or instructions to the Auditor. Information here is not part of the scoring. For example, letting the Auditor know a document is missing, but will be submitted during audit.	
Step 12	When starting the Assessment section, note that each question is organized the same. On the left side, Yes or No responses are provided. On the right side, supporting docs and info are provided. The vertical numbers on the left correspond to assessment questions which can be completed in any order.	

Step 13	Use “Assign Question” to delegate a response to a colleague. Click in the box and other Users in your network will appear. When you choose an email, that individual will immediately receive an email letting them know to sign in and provide the response. If the User cannot answer, they can revert it back to you. If you want to change who the question is delegated to, select a different email address. Communicate info about this question using the comments icon.	
Step 14	Each question requires a different set of docs and info to be submitted. Submitting documents is easy – Drag & Drop files into the upload space, or click, browse and upload. Some questions require additional data which can be entered into the data fields provided. Some questions enable a “Validate via NCCER” option. Clicking here will notify NCCER to validate your info via the Registry.	

Step 15	Four questions ask for supporting data which may have been provided in Data & Metrics. - Q3 for ALL assessments - Q8 for CM assessment - Q19 for SUB assessment - Q20 for GC assessment A response provided in one location also displays in the other location. An edit in one location changes the data in the other location.	
Step 16	The “Submit” button appears on the final assessment question. Questions and data fields can be completed in any order; however, the button is not active until ALL questions, in BOTH sections, are answered.	
Step 17	After clicking Submit, you are prompted to double-check your work – be sure to do this – you can always save your work and nothing is lost. Ensuring completeness before submission expedites the review and approval process and timeline. Include audit info as noted in Step 11.	

Step 18

After an assessment has been submitted, it will display on the dashboard, but additional editing is not possible until the audit process is underway.

The icon with 3 vertical dots opens a panel with information about the assessment.

- Completion status
- Refresh status
- Completion timeline
- Account renewal timeline

After completing the first assessment for the year, an assessment refresh cannot happen until 5 months after the account was activated.

All current and past assessments will display and be accessible on this dashboard.

Current Assessment	Submitted Date	Status	Status Date	Actions	More
2020 Construction Manager Assessment	4/10/2020	Approved	4/10/2020	View	⋮
2020 General Contractor Assessment	N/A	In Progress	N/A	Edit	⋮

Assessment Completion Timeline

- Day 1**: Account approved and the assessment process can begin.
- Day 150**: The initial assessment for the current year must be complete by this day, meaning at least one assessment has been submitted, audited and approved. The initial assessment timeline is approximately 5 months.
- Day 151**: An assessment refresh can be initiated. This timeline applies regardless of when the initial assessment was completed; however, if 150 days have passed and the audit is not yet complete, the refresh still cannot be started until the initial assessment has been approved by the auditor.
- Day 270**: The refresh assessment must be submitted by this day. The initial assessment timeline is approximately 4 months.
- Day 271 - 365**: Audit process for a refresh assessment can happen during this time, but the company cannot edit or start an assessment during this timeframe. Only 2 assessments (initial and refresh) for each type (CM, GC, Subcontractor) can be completed during a subscription term. Approved assessments can be shared at any time.
- Day 365**: Account expires and becomes inactive unless it is renewed.

Step 19

On the dashboard, click “View” to access the ScoreCard™, which contains your overall score, benchmarking data for industry overall and your competition, and various metrics to drive improvement.

Click the “Assessment Report” button to access the assessment scores and auditor recommendations for each question and the assessment overall.

Company Info [Share](#) [Download](#)

CLMA Demo Contractor

ScoreCard - 2020 Construction Manager

CWDA Score
93%
 Your score is -18% below Industry and -18% below Peer average.

Benchmark Your Performance
 Compare your performance metrics to the averages for industry overall and your competition.

Metric	Score
Industry AVG	74%
Peer AVG	74%

View Assessment Detail
 This assessment validates your workforce development and training program. Your ongoing commitment to performance excellence improves your workforce, your company and the industry overall.

[Assessment Report](#)

Step 20

There are 2 ways to share a ScoreCard:

- Download the PDF and email to contacts
- Electronically via the sharing feature

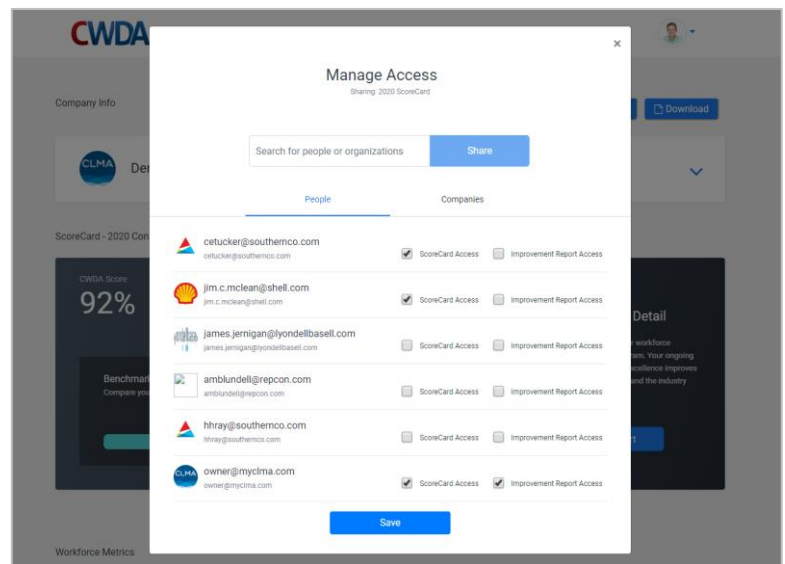
To share electronically, click the “Share” button and use the search box to find and select individuals.

When a User is selected and the “Share” button is clicked, the ScoreCard is shared automatically and the window will close. A page refresh may be necessary for this to show.

To share the Assessment Report, the box to share this must be checked.

To remove a User’s access, uncheck the access box and click “Save”. This will remove your ScoreCard from a User’s dashboard.

All User’s with whom a ScoreCard has been shared will remain on this list to preserve a record of the sharing activity.



Appendix A

Terms & Definitions

Accreditation	The formal recognition of a training or assessment program that has met quality standards for curriculum tools, instructors and proctors/evaluators. Examples include: NCCER or Federal/State Department(s) of Labor approved training and/or assessment programs.
Approved or Recognized by an Accredited Organization	Oversight from a recognized entity, such as Federal or State Department(s) of Labor, a National Union or NCCER, outside the contractor's organization provides a check for quality and consistency.
Approved or Recognized Curriculum and/or Training Materials	National Joint Labor/Management Committees, NCCER and/or other nationally recognized organizations provide 'best practices' training materials for the construction industry.
Construction Manager	A Construction Manager is a company (or individual) hired by the owner of a project to manage the overall planning, coordination, and control of the project from beginning to completion in order to ensure the project is functionally and financially viable.
Contributions of Funds to Industry Recognized Organization for Training	Financial support of an employee training program demonstrating a contractor's level of commitment to workforce development and the programs stability. Approved methods include but are not limited to: • Joint Labor/Management cents-per-hour funding under a labor agreement for apprenticeship program and/or workforce recruitment • Industry image enhancement programs through a joint labor/management cooperative committee • Employer industry image improvement fund for recruiting and educational programs • NCCER's National Training Service Agreement (NTSA)

Cost Plus	Cost plus is a contract agreement wherein the purchaser agrees to pay the cost of the work, including all trade contractor work, labor, materials, and equipment, plus an amount for contractor overhead and profit. These types of contracts are favored where the scope of work is indeterminate or highly uncertain, and the kinds of labor, material, and equipment needed are also uncertain.
Cost-Reimbursable	With cost-reimbursable alternative contracts, contractors are paid for the work with a mix of reimbursable and fixed or incentive costs. Cost-reimbursable alternative contracts are effective when the general scope of work and schedule are defined, but there is uncertainty in quantities or execution. Under cost-reimbursable alternative contracts, uncertainty in project scope is borne by the client. Cost-reimbursable alternative contracts offer significant flexibility for responding to conditions that are uncertain. There are different variations of basic cost-reimbursable alternative contracts, including cost-reimbursable plus fixed fee, cost-reimbursable plus performance-based incentives, direct cost-reimbursable plus fixed construction management costs, and others.
Credentialed Journeymen	A craft professional who has achieved a journey-level credential or certification for the craft they perform from a nationally recognized professional organization or Federal or State apprenticeship authority.
Credentialed/Certified Craft Employees	Employees who have received credentials or certification through a formal program recognized by an entity such as NCCER or a National Union.
Credentialed/Certified Craft Instructors	The instructor of the training program must meet certain standards such as National Union, NCCER, or State Teacher's Licensure/Certification.

Days Away, Restrictions, or Transfers (DART Rate)	A mathematical calculation describing the number of recordable injuries and illnesses per 100 full time employees (200,000 hours) that resulted in days away from work, restricted work activities and/or job transfer that a organization has experienced in any given time frame. An official DART Rate can be calculated from a contractor's OSHA 300 log.
Demonstrations of Effectiveness	Results of a policy, a program, retention of apprentices, career progression, or funding that demonstrate and exemplify the positive effects and outcomes of a contractor's workforce development program.
Experience Modification Rate (EMR)	A widely used indicator of a contractor's past safety performance. The insurance industry developed experience rating systems as an means of determining premiums for workers' compensation insurance.
Formal Craft Workforce Development Program	A training program which provides the employees with the necessary skills and knowledge to perform assigned tasks safely, efficiently, productively and with the quality required by a national standard. Federal or State Department of Labor (apprenticeship authorities), National Unions with approved programs, and NCCER accredited programs are good examples.
Guaranteed Maximum Price	A guaranteed maximum price (GMP) contract is a cost-type contract, in which the construction contractor is compensated for actual costs incurred, plus a fixed fee subject to a ceiling price. The contractor is responsible for cost overruns, unless the GMP has been increased via formal change order as a result of additional scope from the client. Savings resulting from cost underruns are returned to the client.
Leadership Training	This includes soft/critical skills including interpersonal relationships, team dynamics and social influences, as well as supervisory/management training.

Lump Sum	The contractor agrees to build a project with a specific scope for a fixed price. A lump-sum contract is suitable if the scope and schedule of the project are sufficiently defined to allow the contractor to fully estimate project costs.
Official Payroll	For validating credentials and certifications of individual workers, you will be asked to provide an Official Payroll. This request should not include ANY information regarding wages, benefits or deductions. It SHOULD include the Full Name, Date of Birth, Job Classification (Laborer, Helper, Apprentice, Journeyman, Mechanic, Etc.) and the credentials and certification associated with that individual. A Social Security Number (SSN) is also preferred however if your organization's policy is to not release SSN's, an Auditor may request this information in verifying and validating the identity of an individual(s).
Performance Verification / Performance Verified	A highly productive construction industry craft professional must be competent in both the knowledge and hands-on skills associated with their particular discipline. In this context, "performance verified" means the craft professional has been independently verified to possess at least minimal competency in the hands-on performance of a skill or task.
Self-Performing General Contractor	A Self-Performing General Contractor is a licensed company that enters into a contract with the owner of a project to be responsible for the execution of the project's construction.
Skills Assessments	Standardized written and performance methods, which meet national standards, used in the evaluation of an employee's skills and knowledge.
Structured Craft Progression Program	A program based on skill and knowledge progression which offers interim milestone levels of achievement and provides encouragement and recognition (monetary and/or other) for craft employees.

Subcontractor	A Subcontractor is a licensed company that enters into a contract with the General Contractor of a project to perform specific tasks as part of the overall project, e.g. electrical or plumbing.
Total Recordable Incident Rate (TRIR)	The total number of recordable injuries and illnesses occurring over 200,000 hours used to evaluate your firm's injury and illness experience over time or to compare your firm's experience with that of your industry.
Unit Price	This kind of contract is based on estimated quantities of items included in the project and their unit prices. The final price of the project is dependent on the quantities needed to carry out the work. In general, this contract is only suitable for projects in which the scope is reasonably well established, and the different types of items (but not their numbers) can be accurately identified in the contract documents.

Appendix B

Frequently Asked Questions

General FAQs

Q: What is the purpose of the CWDA?

A: The purpose of the CWDA is to objectively measure a contractor's commitment and activity for workforce development and training. The goal of the CWDA is to make workforce development a key criterion in the prequalification and final selection of contractors.

Q: What are the available assessment types?

A: There are three different types of assessments: 1) Self-Performing General Contractor, 2) Sub-Contractor, and 3) Construction Manager. The questions related to each assessment are provided above.

Q: What are the subscription options and cost?

A: See pricing and other details at <https://www.ciranalytics.com/cwda>

Q: Why would a contractor update an assessment?

A: A contractor may choose to complete one assessment each year for each applicable assessment, or the original assessment each year can be refreshed mid-way through the subscription term. The purpose of the update is to allow an organization the opportunity to relay programs/processes etc. that have been implemented and/or improved after receiving the initial ScoreCard and Assessment Report.

Q: Who within an organization can take an assessment?

A: Anyone within a contractor's organization may complete an assessment; however, that individual must be identified as the Primary User. Within an organization, only one individual at a time can be identified as the Primary. The Primary User can assign individual questions to others within their organization.

Q: When does a CWDA score expire?

A: A CWDA ScoreCard (score) does not expire; however, it must be updated annually, or more frequently if required by an owner or general contractor.

Q: Can a contractor take more than one assessment?

A: Contractors can complete multiple assessments. Listed below are some options for multiple assessments that may need to be completed. Our team is happy to assist in this decision process.

- An organization may be a general contractor and a construction manager. This is 2 separate assessments.
- An organization may have different and distinct divisions (i.e. maintenance, industrial, etc.), and each may require a separate assessment.
- An organization may have multiple labor postures (open shop, union, merit) and may require a separate assessment for each

Q: Who can see a contractor's ScoreCard(s) and/or detailed Assessment Report(s)?

A: Sharing does NOT happen by default. A contractors ScoreCard and/or Assessment Report is visible and accessible ONLY to the individuals with whom it has been shared. Currently, sharing is allowable to Owner organizations and EPC, CM, GC and Prime contractors. Only an organization's Primary User can share a ScoreCard and/or Assessment Report. An Assessment Report does not have to be shared with the ScoreCard and sharing access to either can be withdrawn at any time. See the CWDA User Guide for instructions on how to share.

Q: Who do I contact if I would like more information on the CWDA?

A: Contact the CIR team at service@CIRanalytics.com.

Owner FAQs

Q: How do I register or set up a CWDA account?

A: Visit www.myCWDA.com to log in or set up an account. If you have active login credentials for the CLMA (Construction Labor Market Analyzer) they are also valid for access to the CWDA portal. To set up an account, click "Request Access" button.

Every User account must be linked to the User's organization. First check to see if your company is in the database. If yes, select it, then follow the simple steps to set up your User account. If your company is not on the dropdown list, click the Register a new company" and proceed.

Your account will be validated via email before access is approved.

You must be the Primary User to complete an assessment. If you are not the Primary, you can only view assessments. If you need to be identified as the Primary User, contact us at service@CIRanalytics.com.

Q: How do I find a contractor's ScoreCard?

A: When you login to your account, all ScoreCards shared with you are visible on your dashboard. If necessary, use the search function to find the company you need to access.

Q: Who do I call if I have questions about a contractor's ScoreCard and/or Assessment Report?

A: Each company record displayed provides a link to access the ScoreCard or email the contractor directly. The top of each ScoreCard also provides detailed contact info for the Primary User.

Contractor FAQs

Q: How do I continue working on a saved assessment?

A: When viewing each assessment on your dashboard, you can easily see the status of the assessment. Until the assessment has been submitted, click the “Edit” button to continue the assessment process.

After an assessment has been submitted, editing is no longer allowed until the Auditor requests additional information. When this occurs, only the question(s) identified by the Auditor is editable.

After an assessment has been approved, no additional edits are possible. The only actions permitted are viewing and sharing.

Q: Who do I contact if I'm having technical issues while taking the assessment?

A: Contact the CIR team at service@CIRanalytics.com

Q: Do you have a list of terms and definitions?

A: Many terms and definitions are displayed in the assessment by hovering over the highlighted text. A complete list of terms and definitions is available within this document.

Q: What happens after I submit my assessment?

A: After the assessment is submitted, the appropriate auditor is assigned who will review and score your assessment. The auditor may request additional information for certain questions or may conduct a telephone audit with you. After the audit process is completed, the Auditor will approve the assessment, after which you will be able to access and download the Scorecard and Assessment Report.

Q: How is the Scorecard calculated?

A: The Auditor will assign a score (on a scale of 1-5) for each question. The CWDA scoring algorithm then uses the auditor's score, along with each question's weight to calculate a final score on a scale of 0-100. A perfect score is 100; however, a key

component of the final score is how it benchmarks/compares to the industry and to competitors.

Q: Who can see my ScoreCard(s) and/or detailed Assessment Report(s)?

A: Sharing does NOT happen by default. A contractor's ScoreCard and/or Assessment Report is visible and accessible ONLY to the individuals with whom it has been shared. Currently, sharing is allowable to Owner organizations and EPC, CM, GC and Prime contractors. Only an organization's Primary User can share a ScoreCard and/or Assessment Report. An Assessment Report does not have to be shared with the ScoreCard and sharing access to either can be withdrawn at any time. See the CWDA User Guide for instructions on how to share.

Q: What if I cannot find the organization or individual to whom I need to give access to my ScoreCard(s) and/or detailed Assessment Report(s)?

A: You can email that individual from the sharing feature or contact the individual outside the CWDA and ask them to set up an account. You also have the option of downloading the ScoreCard and/or Assessment Report in PDF format and emailing it to someone.

Q: Why would my company want to update an assessment?

A: A contractor may choose to complete one assessment each year for each applicable assessment, or the original assessment each year can be refreshed mid-way through the subscription term. The purpose of the update is to allow an organization the opportunity to relay programs/processes etc. that have been implemented and/or improved after receiving the initial ScoreCard and Assessment Report.

Q: How do I renew my subscription?

A: Contact the CIR team at service@CIRanalytics.com for subscription and renewal information. You will be notified about renewal 4-6 weeks prior to the annual subscription expiration date. Payments may be check, EFT or credit card.

Q: How does a contractor view prior years' assessments?

A: Current and past assessments are displayed on the dashboard and accessible when logged in.