

Strategic Workforce Development

The Highway Construction Workforce Partnership brings together the highway industry and the workforce development community to identify, train, place, and retain individuals into transportation careers.

The Highway Construction Workforce Challenge

The demand for highway construction, maintenance, and operations workers is growing, while at the same time, emerging technologies require these workers to have new skills. The Highway Construction Workforce Partnership (HCWP) has developed new resources and innovative strategies for identifying, training, placing, and retaining individuals in the contractors' workforce filling the construction jobs that support the Nation's highway system.

State departments of transportation (DOTs), local public agencies, contractors' associations, and State/local workforce boards have to come together to develop the contractors' workforce to continue moving the Nation's highway infrastructure forward.

The following map shows the most current participation status of all the U.S. States and territories in the Strategic Workforce Development (SWD) Every Day Counts (EDC)-7 initiative's program. This program's goal is to increase the capacity and capability of the highway construction workforce and develop new resources and innovative strategies for identifying, training, placing, and retaining individuals in the field.

State Participation in the Strategic Workforce Development Program

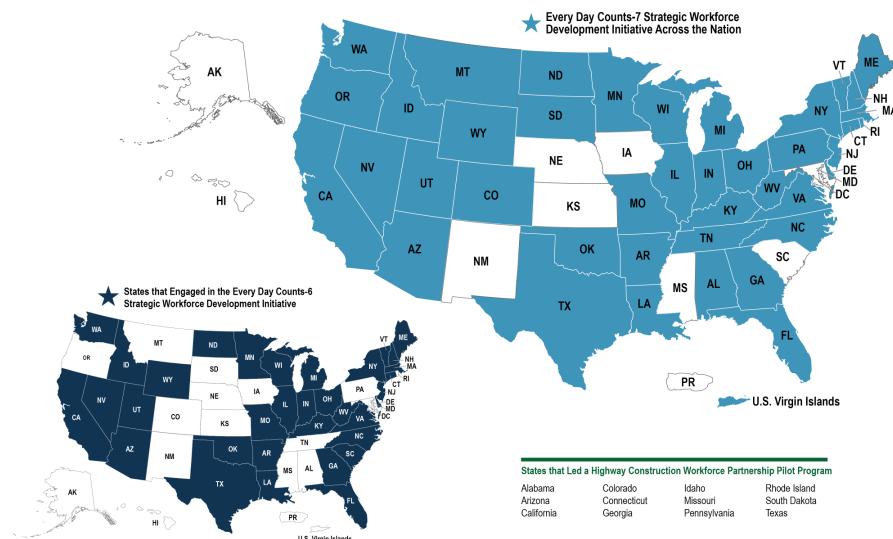


Figure 1: EDC-7's participation increased to 43 States from the previous EDC-6 initiative of 32 States.

For more resources on building a workforce development program, visit the Strategic Workforce Development Toolkit.



Associated General Contractors (AGC) of America reports that two-thirds of contractors experience project delays due to labor shortages, leading to lower-quality work, limited career advancement, and challenges in replacing the retiring workforce.¹

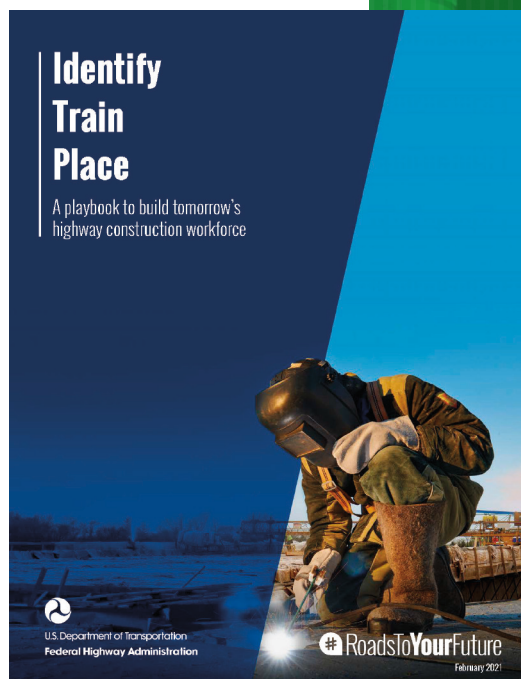
In addition, according to the American Road & Transportation Builders Association (ARTBA) 2023 Market Outlook, the number of job openings in the construction field is at an all-time high, indicating a demand for construction workers that is not being filled.²

The Federal Highway Administration (FHWA) partnered with the American Association of State Highway and Transportation Officials (AASHTO), AGC, ARTBA, and the U.S. Department of Labor's Employment and Training Administration (ETA) to establish the HCWP and conduct a 2-year HCWP Pilot Program.

Working Groups of highway and workforce system representatives came together in six cities and six States across the United States to leverage resources and share successful practices to identify, train, place, and retain individuals into the contractors' workforce.

HCWP Playbook

An HCWP Playbook titled **Identify, Train, Place** was developed from the lessons learned from the Pilot locations. The playbook is aimed at helping State and local agencies identify, train, and place workers in the contractors' workforce to meet resource needs to deliver highway construction jobs. It contains a set of eight simple, repeatable "plays" that others can use to fill highway construction jobs. The plays provide a framework for the Working Groups to effectively address the industry workforce challenge based on the experiences and lessons learned from the 12 HCWP Pilot locations.



1 AGC of America, "[Construction Workforce Shortages Risk Undermining Infrastructure Projects As Most Contractors Struggle To Fill Open Positions](#)"

2 ARTBA, "[ARTBA Market Outlook: Record Transportation Construction Activity in 2024](#)"

Let's partner to build the highway construction workforce.

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