

# MODULE 1: EMPLOYMENT RESULTS—PROCUREMENT CONTRACTING

## Purpose

This module describes how to evaluate the effects of federal contracting on local forest businesses and the development of quality work opportunities for forest workers.

## General Approach

When developing your monitoring program, consider your goals for creating healthy businesses and quality jobs and how you plan to measure progress towards those goals. A quality job in ecosystem management can be defined as providing workers:

- Family-supporting wages and benefits
- A healthy and safe workplace
- Skill standards and opportunities for advancement
- Job durability
- The chance to work near where they live

Clearly, quality jobs depend on healthy contracting firms, so you may want to look at the effects of federal contracting on both workers and businesses.

You might consider how to measure whether:

- you and your partners are implementing a planned quality jobs program
- whether this is creating healthy businesses
- whether your approach is providing quality jobs opportunities
- who is receiving the benefits

Ultimately, the information you gather should help you determine if your project is having the desired effects and, if not, how you can make adjustments to be more effective.

The table below groups measures by objective. However, for simplicity, the detailed descriptions of how to gather data and calculate measures are grouped by the methods used for acquiring and analyzing information. The first section focuses on federal contracts and uses information that can be obtained from federal land management agencies. However, much key information about contracting businesses and workers is not available from the agencies and must be obtained directly from businesses and workers. Consequently, the other two sections of this module focus on how you might talk with contractors and workers to obtain data.

## Suggested Measures

**Objective #1: Economic benefit for distressed rural communities and businesses**  
(Measures that use information from contracting offices)

No.	Measure	Purpose
1.A	Amount and type of work procured	Determine quantity and type of work offered in recent years
1.B	Number of firms receiving federal contracts and total dollar amount captured by each firm	Determine who is capturing contracts and how concentrated/diffuse the contracting sector is
1.C	Percent of dollar value and contracts captured by small businesses	Determine if small businesses are capturing work
1.D	Percent of dollar value and contracts captured by local contracting firms	Determine if local firms are capturing work
1.E	Number of forest-related local firms registered in Pro-Net and the HUB zone program.	Determine how many local businesses are taking advantage of Pro-Net and the HUB zone program
1.F	Percent of National Fire Plan contracts and contract value that considered local benefit as part of the evaluation criteria	Determine if the agency is using local benefit authority
1.G	Percent of contract value and number of contracts over \$100,000 set aside for HUB zone certified firms	Determine if agency is directing contracts to firms located in economically distressed areas
1.H	Total contract value and number of contracts awarded to HUB zone certified firms	Determine if firms located in distressed areas are winning contracts
1.I	Percent of contracts advertised for and awarded to small disadvantaged businesses [8(a)]	Determine if agency is awarding work to firms owned by people from economically disadvantaged groups [8(a)]

**Objective #2: High quality work in the woods that is rewarded**  
(Measures that use information from contracting offices)

No.	Measure	Purpose
2.A	Percent of contracts that considered best value to the government	Determine if the agency is considering skills and past performance when awarding contracts
2.B	Percent of request for proposals in which price is equal to or less important than other evaluation criteria.	Determine if the agency is considering skills and past performance when awarding contracts

**Objective #3: Healthy forestry businesses**  
 (Measures that use information from contracting businesses)

No.	Measure	Purpose
BUSINESS OUTLOOK		
3.A	Number of firms that felt there was enough work for them last year	Identify firm's opinion about work availability
3.B	Number of firms that consider themselves to be better off than last year	Understand sense of business health
3.C	Number of firms that say the outlook for next year is as good or better than this year	Understand sense of business health
3.D	Number of firms that were awarded more federal contracts dollars than last year	Understand role of federal work in forestry firms
BUSINESS FOCUS AND CAPACITY		
3.E	Number and types of firms in the local community	Determine the extent of the contracting local contracting sector
3.F	Number of employees per firm	Determine business size and employment
ACCESS TO RESOURCES		
3.G	Number of firms that have adequate access to capital	Identify number of firms reporting need for capital
3.H	Number of firms that have adequate access to trained employees	Determine training needs
3.I	Number of firms that have adequate access to trainable employees	Determine workforce needs
3.J	Number of firms reporting that they offer at least some of their employees health benefits	Determine if workers have benefits
3.K	Number of firms reporting that at least one employee missed work because of an on-the-job injury or illness last year	Determine how safe the work is

**Objective #4: Quality jobs for forest workers**  
 (Measures that use information from forest workers)

No.	Measure	Purpose
<b>JOB DURABILITY AND EMPLOYMENT OUTLOOK</b>		
4.A	Distribution of the number of months worked in forestry work	Understand how long the season lasts for forest workers
4.B	Distribution of the number of months worked in all types of work	Determine what else people do to make a living and for how long
4.C	Number of workers that filed for unemployment claims last year	Understand job durability
4.D	Number of workers reporting that they worked as much as they wanted last year	Determine the need for additional work for existing forest workers
4.E	Number of workers reporting that they expect to have a job next year	Identify worker opinions about work opportunities
<b>MOBILITY</b>		
4.F	Number of workers that spent > 3 months "on the road" working	Determine how much workers move around to work in the woods; measure of quality of life
<b>SAFETY AND HEALTH</b>		
4.G	Number of workers reporting that they missed work because of an on-the-job injury or illness last year	Determine how safe the work is
<b>WAGES AND BENEFITS</b>		
4.H	Number of workers reporting that they were paid at or above the county average wage	Determine approximate wages
4.I	Number of workers reporting that their employer offered health benefits	Determine if workers have benefits
4.J	Number of workers reporting that they and their family have health insurance	Determine if workers have benefits
<b>ADVANCEMENT AND TRAINING OPPORTUNITIES</b>		
4.K	Number of workers reporting that they received work-related structured training	Determine if workers are receiving training
4.L	Number of workers reporting that they received unstructured, on-the-job training	Determine if workers are receiving on the job training
4.M	Number of workers reporting that they have opportunities for advancement	Determine if workers have career paths.

(Measures that use information from contracting offices)

No.	Measure	Purpose
4.N	Percent of contracts in which at least 50% of workers came from near by communities	Determine if local workers are being hired
4.O	Average and distribution of number of work days per contract	Determine if contracts are providing durable work opportunities
4.P	Distribution of average wages of those who worked on contracts	Determine if contracts are paying high wages

## MONITORING USING INFORMATION FROM CONTRACTING OFFICES

The federal government collects considerable information related to the procurement of goods and services. By using this information, you can track what kinds of goods and services the government is buying and what types of firms captured those contracts. However, information about the effects of federal contracting on contractors and workers is not easily monitored using these data and is better captured through conversations and surveys with contractors and workers.

### Likely Data Sources

Much of the data required for the analysis in this module will come from procurement offices of the local land management agencies.

For the Forest Service, two main existing databases contain information about procurement contracts. First, all federal agencies are required to enter into form SF-279 information about all contracts valued over \$25,000. This database includes, for example, contractor name, project type, dollars obligated to the project, whether the business that won the contract is a HUB Zone or 8(a) contractor and the like. Any contracting officer or procurement technician can retrieve the information in this database. Appendix 2 includes a list of items typically found on the SF-279 forms. To interpret the information in the SF-279 form, you will need to get the explanatory materials from <http://www.fpdc.gov/fpdc/rm2002.pdf>.

Second, each National Forest or contracting zone maintains a list of awarded contracts, variously called contracting registers, acquisition registers, or contract logs. Some Forests save these electronically in databases or spreadsheet; others hand write them (see examples in Appendix 2). The exact information recorded on these forms varies from Forest to Forest. These registers tend to be less accurate than the SF-279 forms, especially with respect to contract value, but are the only accessible source of information for contracts under \$25,000—important because firms in isolated rural communities tend to capture smaller contracts. Your local procurement technician will be able to explain the exact meaning of each column. The dollar amount in the award column is particularly likely to vary in meaning from one management unit to another, especially with the recent rise of indefinite quantity contracts. The appendix includes examples of contract registers.

The BLM and the Fish and Wildlife Service are also required to enter information into the 279 forms, but it cannot be as easily retrieved at the local or state level. They too have contract registers. The Oregon state office of the BLM also puts limited information about contracts over \$25,000 on the web at <http://www.or.blm.gov/procurement/>.

The data entered into the SF-279 can be purchased from the Federal Procurement Data Center for all agencies. See <http://www.fpdc.gov/>.

The success of contract monitoring requires building relationships with procurement staff including contracting officers and contracting technicians. They can be invaluable sources of information about what data is currently collected and what could be collected easily

with limited additional work. Soliciting their input early can save time and reduce misunderstandings later.

*A word of caution:* Contracting officers cannot provide information that would affect the competitiveness of particular contracting firms.

You may consider building a contract database that might include:

- dollar amount
- project description
- product service code
- contractor name
- town, county, zip code of contractor
- small business (y/n)
- HUB zone businesses (y/n)
- small disadvantaged business (y/n)
- average wage
- number of days worked on contract
- set aside for HUB zone business (y/n)
- set aside for small business (y/n)
- set aside for small disadvantaged business (y/n)

## Monitoring Details

You will probably find it most productive to select the measures that best fit your particular circumstances. You might also begin with measures for which data is already collected. After you and your partners have discovered what existing data can offer, you can develop with partners systems to gather additional data to fill any gaps.

### Measures using existing data

#### 1.A. Amount and type of work procured

<u>Why monitor</u>	Determine the quantity and type of work offered in recent years.
<u>What you need</u>	Contracts issued during the past year(s) Dollar value of each contract Type of work involved in each contract Categorization of types of work
<u>Where to get it</u>	Acquire agency contract registers and SF-279 forms. Convert project titles into work types such as reforestation, thinning, surveys, road and other heavy equipment work, range work, in-stream work, surveys, and other.
<u>How to calculate</u>	Sort contracts by work type. Sum up dollar value and number of contracts for each work type.

#### 1.B. Number of firms receiving federal contracts and total dollar amount captured by firm

<u>Why monitor</u>	Determine who is capturing contracts and how diffuse or concentrated the contracting sector is.
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<u>What you need</u>	Contracts issued during the past year(s) Dollar value of each contract Names contractors awarded contracts
<u>Where to get it</u>	Contract registers and SF-279 forms.
<u>How to calculate</u>	Sum the total dollars captured by each contractor. Create a list of contractors who captured contracts and sort by amount awarded. Count the number of contractors; add up the total dollar value.

### **1.C. Percent of dollar value and contracts captured by small businesses**

<u>Why monitor</u>	Determine if small businesses are capturing work. (The Forest Service is required to set aside all contracts for small businesses, as defined by the Small Business Administration, when a small businesses could provide the good or service.)
<u>What you need</u>	List of contracts with dollar value The names of contractor firms that won contracts Information about whether these contracting firms are small businesses
<u>Where to get it</u>	Acquire list of contracts with dollar value and contractors from the contracting office. The contracting staff can also identify small businesses. This information is sometimes also recorded on the SF-279 form, and it can be easily recorded on the contract register.
<u>How to calculate</u>	Count contracts won by small businesses, divide by the total number of contracts, multiply by 100. Sum contract value won by small businesses, divide by the total contract value, multiply by 100.

### **1. D. Percent of dollar value and contracts captured by local contracting firms**

<u>Why monitor</u>	Determine if local firms are capturing work. This is one measure of local benefit.
<u>What you need</u>	List of contracts with dollar value and contractors Zip codes or addresses of contractors A definition of local Towns, counties, or zip codes considered local
<u>Where to get it</u>	Acquire agency contract registers and SF-279 forms. Contracting officers can also provide addresses for contractors that captured contracts. You and your partners will have to define local for your purposes. See Appendix 1 for some suggestions.
<u>How to calculate</u>	Count contracts won by small businesses, divide by the total number of contracts, multiply by 100. Sum contract value won by small businesses, divide by the total contract value, multiply by 100.

### **1. E. Number of forest-related local firms registered in Pro-Net and for the HUB zone program.**

<u>Why monitor</u>	Determine how many local business are taking advantage of the Pro-Net. If you are located in a HUB zone, to determine if local firms can take advantage of the HUB zone program.
<u>What you need</u>	Names of local, forest related businesses registered for Pro-Net Name of local, forest related businesses that are certified HUB zone firms.
<u>Where to get it</u>	Search the Pro-Net data base by county or zip code and then eliminate contractors not involved in forest related work by looking at the detailed information. Note: Do not just look at the name of the company to make this determination, as names can be misleading. You can search for small businesses and HUB zone certified firms on the Pro-Net site at: <a href="http://pro-net.sba.gov/">http://pro-net.sba.gov/</a> .
<u>How to calculate</u>	List the businesses registered in Pro-Net or certified HUB zone; count them.

### **1.F. Percent of contracts and contract value that considered local benefit as part of the evaluation criteria (National Fire Plan funds)**

<u>Why monitor</u>	Determine if the special National Fire Plan (NFP) authorities are being used to provide local economic benefit
<u>What you need</u>	List of national fire plan contracts with dollar amounts Whether local benefit was used as an evaluation criterion
<u>Where to get it</u>	The SF-279 database identifies all National Fire Plan contracts. The contract solicitations indicate whether local benefit will be considered; you can look contract by contract or develop a system with the contracting office in which they record that information on their contract register.
<u>How to calculate</u>	Count the number of contracts using local benefit criteria, divide by the total number of NFP contracts issued, multiply by 100. Sum the total contract value; divide by the total NFP contracted dollars, multiply by 100. You might also find it useful to keep list of the contracts, and what the dollar value was.

### **1.G. Percent of contract value and number of contracts over \$100,000 set aside for HUB zone firms**

<u>Why monitor</u>	Determine if the agency is directing work to firms in economically distressed areas. (The set aside requirement applies only to contracts over \$100,000.)
<u>What you need</u>	List of contracts valued over \$100,000



Whether they were set aside for HUB zone firms

Where to get it Contact the staff at the local contracting office. Alternatively, but more cumbersome, try the Federal Business Opportunities (<http://www.fedbizopps.gov>) web page, where the government advertises contracts. Look regularly, as this page does not archive contract advertisements. It also does not provide information about price, but does indicate whether a contract is set aside.

How to calculate Sum the contract value of all set aside contracts. Sum the value of all contracts over \$100,000. Divide value of set aside contracts by total contract value. Count the number of set aside contracts. Count number of contracts over \$100,000.

### **1.H. Total contract value and number of contracts awarded to HUB zone firms**

Why monitor Determine if firms located in economically distressed areas are winning contracts

What you need List of contracts with dollar value  
Names of firms awarded contracts  
Whether the winning firm was a certified HUB Zone firm

Where to get it Acquire contract register from staff at the local contracting office. Go to <http://pro-net.sba.gov/> to identify HUB Zone certified firms in your area.

How to calculate Sum the value of contracts won by HUB Zone certified firms and divide by total contract value.

### **1.I. Percent contracts advertised for and awarded to small disadvantaged 8(a) business**

Why monitor To determine if agency is awarding work to firms owned by people from economically disadvantaged groups

What you need List of contracts with dollar value  
Names of the firms winning contracts  
Whether or not the winning firm was a certified disadvantaged small business, e.g. 8(a)

Where to get it Acquire federal contract register or SF-279 form from local contracting office. Go to <http://pro-net.sba.gov/> to identify 8(a) firms.

How to calculate Sum value of all the contracts won by certified disadvantaged firms and divide by total contract value.

## **Measures involving data not typically collected**

### **4.N. Percent of contracts in which at least 50% of workers came from nearby communities.**

<u>Why monitor</u>	Determine if local residents are capturing local work opportunities.
<u>What you need</u>	A definition of local (See Appendix 1) Residence of each worker (local, non-local) for each contract. Note: The 50% threshold is arbitrary and should be changed to fit local circumstances.
<u>Where to get it</u>	The agencies do not generally collect this information but could require that contractors report this information as part of contract close out. It might best protect contracting firms privacy to have them report the percent of local workers rather than describing each worker separately. Alternatively, you could ask the contracting businesses that you interview where their workers live. If you take this approach, be sure to interview both local and non-local firms that do forest work in your area.
<u>How to calculate</u>	To calculate the average, sum up the number of contracts that had more than 50% local workers, divide by the number of contracts and multiply by 100. Although this is simple to calculate, a more helpful approach may be to plot percent local workers along a line, to get a sense of distribution and look for patterns by contract type.

### **4.O. Average and distribution of number of days worked per contract**

<u>Why monitor</u>	Determine if contracts are providing durable work opportunities.
<u>What you need</u>	Number of days worked by each worker on each contract.
<u>Where to get it</u>	The agencies do not generally collect this information but could require that contractors report it as part of contract close out. Alternatively, contract duration could be used as an approximation.
<u>How to calculate</u>	To calculate the average, sum up the number of workdays and divide by the number of contracts. Although the average is simple to calculate, it may not very useful as there may be large variation in contract length that the average hides. You might consider plotting the contract lengths along a line, to get a sense of distribution or look for patterns by contract type.

### **4.P. Percent of contracts with average hourly wage at or above the county average**

<u>Why monitor</u>	Determine if forest work is increasing or decreasing the county average.
<u>What you need</u>	Average hourly wage paid to workers on each contract

Where to get it The agencies do not generally collect average wage information but the agency could require that contractors report this information as part of contract close out. The county average hourly wage can be obtained with from the wages and hours division of your state's employment department.

How to calculate Compare the average hourly wage on each contract to the county average hourly wage. Sum up the number of contracts with average wage above the county average. Divide the number of contracts above the county average by the total number of contracts and multiply by 100.

## **MONITORING USING INFORMATION FROM CONTRACTORS**

Although federal land management agencies gather information to measure the supply of contracts and the distribution of contracting dollars among firms, much information about the health of contracting firms and the effects of federal contracts can only come from the contractors themselves.

Worksheet 2 suggests some questions that you can adapt for interviews with contractors. Add or subtract questions based on your particular local interests. Whenever possible, ask about a specific time period rather than what happens "in general" or "typically." For some reason, "typical" rarely describes what happens.

In this section, we omit the detailed descriptions of how to calculate each measure, as the method for collecting the information and calculating the results is similar for each measure.

### **Interviewing contractors**

We recommend that you develop relationships with contracting businesses and talk with them regularly about their needs and your program. In addition, repeat your interviews every year or two to update information and keep abreast of changing conditions.

Most forest contractors are not accustomed to being surveyed or interviewed. In addition, they often work long hours during the field season. Thus, some contractors may be unwilling at first to be interviewed. You may be able to put them more at ease in a number of ways. First of all, it may make sense to have at least one contractor on your monitoring team. This contractor could be useful in building relationships with others, and he or she may even be the lead interviewer. Second, be sure to explain the purpose of your efforts. They may be willing to talk with you once they know that your monitoring efforts could help them. Finally, tell them when your results will be available and follow through by sending them your results and inviting them to meetings where reports will be presented.

Start by developing a comprehensive list of the contractors in your area. You can use:

- Bidders lists (not all national forests or BLM districts keep these. Check locally.)

- Contract register or form SF-279
- Pro-Net (<http://pro-net.sba.gov>)
- Telephone book
- State contractor licensing board (In Oregon, the list of licensed Oregon Farm/Forest Labor Contractors is available from the Bureau of Labor and Industry at <http://www.boli.state.or.us/wage/whfarm.html>)
- Contractor associations
- Contracting officers
- Other contractors

When identifying firms, consider heavy equipment, logging, forestry services, engineering, surveying, and biological firms and sole proprietors such as independent botanists, ecologists, or technical writers.

*A word of caution:* It may be difficult to identify all contracting firms or determine if the ones you talk to are representative of the firms in your area. Consequently, you should use percents and averages with caution, avoiding them whenever possible. Calculating percents will be simple and attractive but quite misleading in these circumstances. Instead, talk about the number of firms that you identified, how many you interviewed and how accurate this sample seems to be. Then describe what you discovered.

*A word about confidentiality:* You may collect sensitive information about individuals and businesses. When developing questions, think carefully about what information you really need. In addition, develop a system of collecting this information that will maintain contractor confidentiality. Data should be reported in such a way that it does not reveal information about particular contractors or workers and raw data should be kept in a secure place. Also, keep in mind that, as an interviewer, you are not protected by any confidentiality laws such as those that protect lawyers and doctors. In the very unlikely event of some legal tangle (even over something unrelated to your monitoring), the information you collect could be revealed in court.

*A note about the survey form:* The numbers and letters to the left of some of the questions relate to the measures listed in the indicators tables above. They are not in the same order as they appear in the matrices because the logical organization of the tables and the survey are not the same.

## Worksheet 2: Sample Contractor Survey

### Prior to conducting the interview, explain:

- Who you are
- Whom you represent
- Why you are asking these questions and
- What you plan to do with the answers
- How you will protect their confidentiality
- Ask them if they have any questions before you start

### General Business Information

What kind of work does your business do?

How long have you been in business?

**Q 1)** What percentage of your work comes from public lands?

**Q 2)** What percentage of your work comes from private lands?

### Business Focus

**Q 3)** What kinds of work did you do last year?

**Q 4)** Do you think you will do different kinds of work next year? Please explain.

**Q 5)** Did the dollar value of contracts on federal land you received increase or decrease from last year?

**Q 6)** Did the dollar value of contracts you received on private lands increase or decrease from last year?

**Q 7)** How many employees did you employ during the height of the field season last year?

**Q 8)** How many employees did you have at the slowest part of the year?

### **Business Outlook**

**Q 9)** How was business compared to last year—better, the same, or worse? Please explain.

**Q 10)** Compared to this year, do you think business next year will be better, the same, or worse? Please explain.

**Q 11)** Last year, were you able to employ your crew as long as you wanted? Please explain.

### **Access to Resources**

**Q 12)** Can you find enough people with the skills and training to fill your vacant positions? Please explain.

**Q 13)** If not, do you have access to trainable workers to fill your vacant positions? Please explain your answer.

**Q 14)** What equipment do you currently have?

**Q 15)** During the past year, did you lease or buy any new equipment?

**Q 16)** What equipment did you buy? What did you lease?

**Q 17)** Did you sell any major pieces of equipment? If so, what?

**Q 18)** What equipment do you need?

**Q 19)** Do you have access to enough capital to buy the equipment you need? Please explain.

**Q 20)** Do you have a line of credit? If so, it is sufficient?

**Q 21)** Do you provide your employees with health insurance?

**Q 22)** Last year, did any employee have a work-related accident or injury that caused that employee to miss work?

### **Suggestions and Assistance**

**Q 23)** Do you have any suggestions how we, or other local organizations, might better serve your business?

**Q 24)** Are there ways that the federal government could improve its contracting to make the work more appealing to your business?

**Q 25)** How could federal contracting be changed to improve your business's chances of capturing federal contracts?

**Q 26)** Do you have any additional comments or questions?

## **MONITORING USING INFORMATION FROM WORKERS**

In most communities, the contracting sector is a mixture of sole proprietors and firms with employees. The work experiences of business owners or managers may be quite different from the workers. Consequently, it is important to talk with workers as well as owners or managers.

### **Likely Data Sources**

The approach to talking with workers is similar as contractors, and the same words of caution apply. To refresh your memory, read the introductory material from the above section.

One difference is in identifying workers. There are no central lists of people who work in the woods. One important source of workers to interview may be the contractors that you interview. In addition, ask contracting officers and community residents with large social networks to identify people who work in the woods. Whenever you interview a worker, ask them who else you should talk to. As with contractors, you may want to consider having a forest worker on your monitoring team. This person could help with contacting other forest workers and with conducting the interviews.

*A word of caution:* In many areas, a significant portion of forest workers may not be comfortable being interviewed in English. If this is the case in your community, find someone who can help you conduct interviews in the workers' native language. If you ignore non-native English speakers, you may not have a complete picture of work in the woods.



## Worksheet 3: Sample Worker Survey

### Prior to conducting the interview explain:

- Who you are
- Whom you represent
- Why you are asking these questions and
- What you plan to do with the answers
- How you will protect their confidentiality
- Ask them if they have any questions before you start

### Durability and employment outlook

- Q 1)** How many months did you work last year in forestry or natural resource work?
- Q 2)** How many different forest or natural resource companies did you work for last year?
- Q 3)** What kind of forestry or natural resource work did you do last year?
- Q 4)** How many months did you work last year in any kind of work?
- Q 5)** What did you do when you were not working in forestry or natural resources?
- Q 6)** Did you file for unemployment last year?
- Q 7)** Did you work as much as you wanted to last year?
- Q 8)** Do you expect to have enough work next year?

### Work Conditions

- Q 9)** How many days last year did you spend “on the road” working (i.e. you spent the night away from home)?
- Q 10)** Did you miss any work last year because of a work related illness or injury? If so, for how long?

### **Wages and Benefits**

**Q 11)** Did you earn more or less than [fill in your county's average wage here]?

**Q 12)** Did you receive health benefits last year from your employer?

**Q 13)** Do you and your family members have health insurance?

### **Advancement and training opportunities**

**Q 14)** Did you receive work-related training led by an instructor last year?

**Q 15)** Did you receive unstructured, on-the-job training last year?

**Q 16)** Are there opportunities for advancement for you in forestry or natural resource work?

### **Suggestions and assistance**

**Q 17)** Can you think of ways that the federal government could improve its contracting to work better for you as a worker? If so, what are they?

**Q 18)** What changes do you think could and/or should be made to improve working conditions?

**Q 19)** Can you suggest other ways to improve your work conditions or chances for employment?

**Q 20)** Do you have any other comments or questions?

