

## Why It's Still So Difficult to Hire a Diverse Team



Image credit: Geber86 | Getty Images

More and more businesses are making a conscious effort to understand and promote the business benefits of diversity and inclusion. Their value does not lack external validation -- a recent McKinsey study shows that, "Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians." And numerous other respected organizations around the world -- from Gallup to Credit Suisse ESG to PwC -- all provide strong evidence that link diversity to improved financial performance.

So, once we accept that the connection is clear, how do we start to improve corporate diversity? The first step is examining how we attract and hire diverse talent.

Often our greatest obstacle to embracing diversity and inclusion is not the proof of their value, but resistance to change -- both consciously and unconsciously. Tackling the obvious biases of others involves braving corporate and political turmoil and challenging the "status quo." Typically, our organizational decision-making processes follow the way things have always been done.

Another part of the problem is bias -- we hold implicit notions about the kind of person who would make an ideal candidate and/or leader, and we hire and promote accordingly. The need to think differently is critical if we want to harness the power and strength of a more diverse talent pool. According to a recent New York Times article, women make up only 20 percent of the total

workforce in Silicon Valley. Additionally, a recent global study by Oxford Economics and SAP, Leaders 2020, stated that diversity has increased substantially among the general workforce over the past three years, but change has been slower to come to mid-level management, and even less evident among senior executives and corporate boards. We can -- and we must -- do better!

Sadly, impediments to recruiting diverse candidates exist in all of us. We need to stop tiptoeing around the issue of bias -- both conscious and unconscious -- and accept it. In order to directly combat both forms of bias, organizations need to re-examine their processes and redesign how they recruit, interview and hire candidates. By recognizing, identifying and working to reduce bias, companies will begin to reap the benefits of a diverse and inclusive workplace.

Here are three ways your company might be facilitating bias and without even knowing it:

### 1. The job description

The lack of diversity within today's workforce starts with a job posting. Certain words or phrases tend to attract male candidates versus female candidates, and vice versa, whether intentional or not. According to recent a Huffington Post article, the term "ninja" is usually skewed towards male stereotypes, attracting more male candidates to apply instead of females. While companies may not be doing this intentionally, unconscious bias is directly affecting the types of candidates who apply for the job. In order to combat unconscious bias in job postings, next-gen technology, like machine learning, can assist.

Machine learning enables the company to analyze its past job postings for gender-biased language, which might have discouraged some applicants, and offers suggestions to help future postings be more gender neutral, increasing the number of female applicants who get past the initial screenings. Recently, SAP SuccessFactors announced machine learning-based sentiment analysis of job descriptions within SAP to not only identify potentially biased language in job descriptions, but also recommend alternative language to ensure the descriptions are gender-neutral. By starting with the screening process, companies will take the initial step toward greater equality.

### 2. The interview

In today's society, perception is reality. Being confident and successful are considered positive and desirable traits during the interview process, but there can be a thin line between "confident" and "bossy" -- especially for women.

Continued on page 5

## SMALL BUSINESS EXCHANGE

### SBE OUTREACH SERVICES

With 1.5 million businesses in our database, SBE is California's #1 source for diversity outreach.

#### Advertisements

Placed in the Small Business Exchange newspaper, SBE Today newsletter, and online at [www.sbeinc.com](http://www.sbeinc.com)

#### Faxed and Eblast Solicitations

Targeted mailings sent to businesses per your criteria.

#### Telemarketing

Telephone follow-up calls that follow a script of 5 questions you create.

#### Computer Generated Reports

Will fit right into your proposal, along with a list of interested firms to contact.

#### Contact Info:

795 Folsom Street, 1st Flr, Room 1124

San Francisco, CA 94107

Email: [sbe@sbeinc.com](mailto:sbe@sbeinc.com)

Website: [www.sbeinc.com](http://www.sbeinc.com)

Phone: (415) 778-6250, (800) 800-8534

Fax: (415) 778-6255

Publisher of  
Small Business Exchange  
weekly newspaper

# California Sub-Bid Request Ads

## DESILVA GATES CONSTRUCTION

11555 Dublin Boulevard • P.O. Box 2909  
Dublin, CA 94568-2909  
(925) 829-9220 / FAX (925) 803-4263  
Estimator: Jim Yackley  
Website: [www.desilvagates.com](http://www.desilvagates.com)  
An Equal Opportunity Employer

DeSilva Gates Construction (DGC) is preparing a bid as a Prime Contractor for the project listed below:

**CITY OF PALO ALTO – PUBLIC WORKS DEPARTMENT, AIRPORT DIVISION APRON RECONSTRUCTION PHASE 1 (BID SET A)**  
**IFB NUMBER 167808, AT PALO ALTO AIRPORT, PALO ALTO, CA.**  
**Disadvantaged Business Enterprise Goal Assigned is 11.2%**

OWNER:  
CITY OF PALO ALTO  
250 Hamilton Avenue, Palo Alto, CA 94301  
**Bid Date: JUNE 7th, 2017 @ 3:00 P.M.**

DGC is soliciting quotations from certified Disadvantaged Business Enterprises, for the following types of work and supplies/materials including but not limited to:

**Adjust Iron, Cement Treated Base, Clearing and Grubbing/Demolition, Cold Plane, Electrical, Emulsion Supplier, Joint Seal, Minor Concrete, Minor Concrete Structure, Prime Oil Supplier, Reinforced Concrete Pipe, Jacked Reinforced Concrete Pipe, Corrugated Metal Pipe, Roadway Excavation, Striping, Survey/Staking, Underground, Class 2 Aggregate Base Material, Hot Mix Asphalt (Type A).**

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is [ftp%25desilvagates.com](ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com) and password is [f7pa55wd](ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com)) or from the Owner's site available through the City of Palo Alto's Purchasing and Contract Administration bid Portal: [http://www.cityofpaloalto.org/gov/depts/asd/planet\\_bids\\_how\\_to.asp](http://www.cityofpaloalto.org/gov/depts/asd/planet_bids_how_to.asp).

Fax your bid to (925) 803-4263 to the attention of Estimator Jim Yackley. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at: [www.dir.ca.gov/Public-Works/Public-Works.html](http://www.dir.ca.gov/Public-Works/Public-Works.html)

If you need DBE support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center ([www.transportation.gov/osdbu/SBTRCs](http://www.transportation.gov/osdbu/SBTRCs)). DGC is willing to breakout portions of work to increase the expectation of meeting the DBE goal.

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. DGC is an equal opportunity employer.



## Kiewit

**Kiewit Infrastructure West Co.**  
**4650 Business Center Drive Fairfield, CA 94534**  
**Attn: Victor Molina • [norcal.bids@kiewit.com](mailto:norcal.bids@kiewit.com)**  
**Fax: 707-439-7301**

Requests sub-bids from qualified Subcontractor and/or Supplier seeking to participate in the City of Yuba City Public Works Department 5th Street Bridge Replacement Project in Yuba City, CA.

[www.californiaucp.org](http://www.californiaucp.org)

Subcontractors and Suppliers for the following project:

**5th Street Bridge Replacement Project**  
**Contract No. 17-01**  
**Federal-Aid Project No. BRLS-5163(027)**  
**Owner: City of Yuba City**  
**Bid Date: June 22, 2017 @ 2:00 P.M.**

**Disadvantaged Business Enterprises (DBEs)**

wanted for the following scopes, including, but not limited to:

Asphalt Milling & Paving, Aggregates, Biologist, Bridge Trestle, Bridge PTFE Bearings, Clear & Grub, CIDH, Cast in Place Concrete, Crash Cushion, Minor Concrete, Concrete Pumping, Concrete Ready-mix, Concrete Reinforcement Supply & Install, Concrete Forms, Concrete Washouts, Demolition, Dewatering, Drill & Bond Dowels, Detectable Warning Systems, Earthwork, Erosion Control, Fencing, Filter Fabric, Hydroseeding, Joint Sealant, K-Rail, Lighting Bridge and Street, Landscaping, Metals, MBGR, Pavement Markings, Piling, Piping, Polymer Fiber, Precast Concrete, Quality Control, Retaining & Sound Walls, Rock Slope Protection, Shoring, Signage, Street Sweeping, SWPPP, Support of Excavation, Survey, Slurry Seal, Temp Pedestrian Staircase, Traffic Control, Temp & Permanent Traffic Signals, Tree Removal, Thermal & Moisture Protection, Trucking & Hauling, Vibration Monitoring and Water Truck.

Bonding, insurance, and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested CUCP certified DBE business suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

**Subcontractor and Supplier Quotes are due NO LATER THAN June 21, 2017 at 5 PM.**

Plans are available for viewing at our office at our address below and through SmartBidNet (SBN).

All subcontractors that are registered in our SBN database will receive an invitation to bid. Please visit <http://www.kiewit.com/districts/northern-california/overview.aspx> to register your company to be able to receive bidding information, view plans and specifications.

You can view the plans in our office during regular business hours by appointment.

Performance Bond and Payment Bonds may be required for subcontractors and a suppliers bond for suppliers.

**An Equal Opportunity Employer**  
**CA Lic. 433176**  
**DIR # 1000001147**

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An Equal Opportunity Employer

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**I-880 EXPRESS LANES PROJECT, BAIFA-200 IN ALAMEDA AND SANTA CLARA COUNTIES FROM 0.2 MILE SOUTH OF ROUTE 237/880 SEPARATION TO 0.9 MILE NORTH OF HEGENBERGER ROAD OVERCROSSING**

OWNER:  
BAY AREA INFRASTRUCTURE FINANCING AUTHORITY – BAIFA  
375 Beale Street, Suite 800,  
San Francisco, CA 94105

**Bid Date: JUNE 13, 2017 @ 3:00 P.M.**

We hereby encourage responsible participation of Small Business Enterprises certified by the Department of General Services and solicit their subcontractor or materials and/or suppliers quotation for the following types of work including but not limited to:

**AC Dike, Adjust Iron, CIDH, Clearing and Grubbing/Demolition, Concrete barrier, Construction Area Signs, Crash Cushion, Electrical, Erosion Control, Fencing, Landscaping, MBGR, Minor Concrete, Minor Concrete Structure, Roadside Signs, Rock Slope Protection, Sign Structure, Soil Nail Wall, Striping, SWPPP, Underground, Vegetation Control, Wall (MSE), Trucking, Water Trucks, Street Sweeper, Erosion Control Material, HMA (Type A) Material, HMA (Type B) Material, Permeable Material, Rubberized HMA (Open Grade) Material and Rubberized HMA (Gap Grade) Material.**

Plans and specifications may be reviewed at our offices located at 11555 Dublin Boulevard, Dublin, CA or 7700 College Town Drive, Sacramento, CA, or at your local Builders Exchange, or reviewed and downloaded from the ftp site at: <ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com> (if prompted the username is [ftp%25desilvagates.com](ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com) and password is [f7pa55wd](ftp://ftp%25desilvagates.com:f7pa55wd@pub.desilvagates.com)) or from the Owner.

Fax your bid to (925) 803-4263 to the attention of Estimator Victor Le. If you have questions for the Estimator, call at (925) 829-9220. When submitting any public works bid please include your DUNS number and DIR number. For questions regarding registration for DIR use the link at: [www.dir.ca.gov/Public-Works/Public-Works.html](http://www.dir.ca.gov/Public-Works/Public-Works.html)

If you need support services and assistance in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies or related assistance or services, for this project call the Estimator at (925) 829-9220, or contact your local Small Business Development Center Network (<http://californiasbdc.org>) or contact the California Southwest Transportation Resource Center ([www.transportation.gov/osdbu/SBTRCs](http://www.transportation.gov/osdbu/SBTRCs)). DGC is willing to breakout portions of work to increase the expectation of meeting the SBE goal.

At our discretion, 100% Payment and 100% Performance bonds may be required as a subcontract condition. This will be a PREVAILING WAGE JOB. DGC is an equal opportunity employer.

Visit the link below for more news and articles  
<http://www.sbeinc.com/resources/news.cfm>

# California Sub-Bid Request Ads

## Turner

Turner Construction Company, representing the County of Alameda as their Construction Manager at Risk (CMR), formally announces the upcoming bidding opportunity on the project listed below. Bidders are required to meet Project Stabilization/Community Benefit Agreement (PSCBA) requirements and make a good faith effort to meet Enhanced Construction Outreach Program (ECOP) goals.

Prospective bidders are encouraged to visit the County of Alameda website for information on certification, ECOP, and PSCBA requirements.

**Cherryland Community Center**  
**Approximate Construction Value: Fifteen Million Dollars (\$15,000,000)**  
**Owner: County of Alameda**

The project scope includes ground-up construction of an approximately 17, 500 square-foot multipurpose community center located on two adjoining lots (278 Hampton Road and 17482 Boston Road). The scope also includes improvements to the Meek Estate parking lot, located behind the Community Center site, at the end of Boston Road. This advertisement is for all trade packages associated with the project. Construction is slated to begin between July and November 2017 and complete in late 2018. This advertisement is for all trades, including:

1.00 – General Requirements, 2.31 – Demolition and Earthwork, 2.46 – Earthwork/Foundations, 2.50 – Site Utilities, 2.74 – Site Paving, 2.75 – Site Concrete/Markings, 2.90 – Landscaping/Site Improvements, 3.30 – Structural Concrete/Reinforcing, 4.20 – Masonry/Stone, 5.10 – Structural Steel/Decking, 5.50 – Miscellaneous Metals, 6.10 – Rough Carpentry, 6.20 – Millwork/Casework, 6.60 – Plastic Paneling, 7.50 – Roofing/Waterproofing, 7.60 – Flashing/Sheetmetal/Expansion Joints, 8.10 – Door/Frames/Hardware, 8.30 – Specialty Doors/Frame/Hardware, 8.40 – Curtain Wall/Metal Panels/Storefront/Windows, 9.20 – Metal Stud Framing/Drywall/Plaster, 9.30 – Ceramic Tile, 9.50 – Acoustical Ceiling tile and FWP, 9.60 – Flooring, 9.90 – Painting/Specialty Wall Covering, 10.00 – Specialties/Equipment/Fixtures, 10.10 – Toilet and Misc. Partitions/Accessories, 10.40 – Signage, 11.40 – Food Service Equipment, 12.49 – Window Treatments, 12.50 – Furnishings, 15.30 – Fire Protection, 15.40 – Plumbing, 15.90 – HVAC, 16.00 – Electrical and PV, 16.40 – Low Voltage/Security/Life Safety. Note that some trades listed above may be grouped into a single bid package, and others may be broken into multiple trade packages. Check the link below in Plans and Specs section for additional information.

### Plans and Specifications

Plans, Specifications, Requirements, and other job documents will be available after June 5, 2017. Please go to <https://turnernorcal.box.com/s/jzu4g6thmdkrk7dht5wfovnbfx2n54jb> to access the documents. You will be asked for your own user name and password.

### Pre-Bid Meeting/Job-Walk

#### INFORMATIONAL Pre-Bid Meetings and Job-Walks:

**Pre-Bid Meeting 1:** June 8 from 9 A.M. to 9:45 A.M.,  
21455 Birch Street, Hayward.

**Jobsite Walk 1:** June 8 from 10:00 A.M. to 10:30 A.M.,  
278 Hampton Road, Hayward.

**Sub networking event:** June 8, 10:45 A.M. to 11:30 A.M.,  
278 Hampton Road, Hayward.

**Pre-Bid Meeting 2:** June 12, 12:30 P.M. to 1:00 P.M.,  
1111 Jackson St., Room 226, Oakland.

**Jobsite Walk 2:** June 13, 8:00 A.M. to 8:30 A.M.,  
278 Hampton Road, Hayward.

Both pre-bid meetings and jobsite walks will cover all trades.

### Requests for Information

**Pre-Bid Requests for Information (RFIs) are due June 14 at 2:00 p.m.**

### Prequalification

Bidders interested in working with Turner on this project will be required to prequalify before being awarded the work. Submit prequalification packages online at [www.turnerconstruction.com/sub-contractors](http://www.turnerconstruction.com/sub-contractors). Non-prequalified sub contractors may bid the work, and will have 72 hour to submit an acceptable prequalification package if they are the apparent

**Sealed bids are due no later than 2pm, THURSDAY, June 22, 2017.**

#### DELIVER TO:

Turner's Oakland Office  
 Attn: Marlene Guzman

300 Frank H. Ogawa Plaza, Suite 510  
 Oakland, CA 94612

Turner requires that subcontractors also comply with Project Stabilization/Community Benefit Agreement (PSCBA) requirements.

Turner has the following goals for the project:

Minority Owned Business Enterprise – 15%, Woman Owned Business Enterprise – 5%,  
 Local Business Enterprise – 60%, Small Local Business Enterprise – 20%

Please direct all questions to Marlene Guzman at 510-267-8105 or [mguzman@tcco.com](mailto:mguzman@tcco.com).

### Gold Ridge RCD

2776 Sullivan Rd • Sebastopol, CA 95472

Phone: 707-823-5244 • Fax: 707-823-5243

Contact: William Hart • [William@goldridgercd.org](mailto:William@goldridgercd.org)

The Gold Ridge Resource Conservation District is seeking Minority- and Women-Owned Business Enterprises for the following project:

**Valley Ford Cheese Company**  
**Rainwater Harvesting System**

**Location: Valley Ford, Sonoma County, CA**

**Construction Timeframe** (approximate): Week of July 31 – to the week of October 2. Construction is expected to take 7-10 weeks, exact timing within the allowed timeframe will depend on contractor's schedule.

### Project Scope:

The project comprises of construction activities at the Valley Ford Cheese Company, located in Valley Ford, CA. Bids are requested from licensed and qualified contractors for the installation of a rainwater harvesting system. The project occurs within a commercial business on private land. There is one building identified for work, and the building requires modest changes to attach the gutters in a safe and functional manner. Licensed contractors with prevailing wage reporting requirement experience are encouraged to attend the bid tour. More info available at <http://goldridgercd.org/htm/for-contractors.htm>

The project includes the following components:

- Site preparation work, including trenching;
- Excavation of primary and auxiliary tank pad sites;
- Installation of gutters, gutter hardware, downspouts, first flush diversion systems, and associated components;
- Installation of compacted gravel pad, ring and retaining wall;
- Pressure tank and gauge;
- Service utility panel;
- Acquisition and installation of two auxiliary water storage tanks;
- Erosion control measures

Full Request for Bids available at:  
[www.goldridgercd.org](http://www.goldridgercd.org)

### Specific trades/licenses requested:

a current California Class A General Engineering License is required.

### THIS IS A PREVAILING WAGE PROJECT.

Certification of insurance for General Liability and Workers' Compensation are required.

Letters of Intent required by 5 PM, Friday, June 23, 2017 to attend a **mandatory** bid tour at 10 AM, Friday, June 30, 2017.

**Bids are due by 5 PM on Friday, July 20, 2017.**

See full RFB for more details.

## Advertise with the Small Business Exchange

Utilize SBE's TARGET DISTRIBUTION to reach the DBEs, SBEs, DVBES, MBES, and OBES that match the trades and goods you need.

[www.sbeinc.com](http://www.sbeinc.com)

SAN FRANCISCO AFRICAN AMERICAN CHAMBER OF COMMERCE

**ANNUAL**  
*Juneteenth*  
**BUSINESS AWARDS LUNCHEON**

Navigating Equity and Success:  
Fostering Innovation, Knowledge, Capital and Relationships

**Friday June 16, 2017**  
San Francisco Marriott Marquis  
55 Fourth Street • San Francisco, CA

Attire: Business/African

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11:00am - VIP Reception & Registration  
11:30am - Soulful Lunch & Awards Program

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9:00am - 11:00am - Workshop  
**Wealth Building Strategies**

Presented by **Prudential**

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**MISTRESS OF CEREMONIES**

*Carolyn Tyler*  
Anchor/Reporter  
ABC 7 KGO News

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**2017 JUNETEENTH HONOREES**

**ENTREPRENEUR AWARD**

*Darolyn Davis*  
Founder, President, CEO  
Davis & Associates Communications, Inc.

**SMALL BUSINESS AWARD**

*Dwayne Jones*  
Founder, Owner  
RDJ Enterprises

**COMMUNITY SERVICE AWARD**

*Robert Lattimore*  
Sr. Vice President  
Main Street Launch

**LIFETIME ACHIEVEMENT AWARD**

*Linda Craighton*  
Vice President  
San Francisco Airport Commission

**KAISER PERMANENTE**

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**SFAACC CHAIRMAN'S PINNACLE AWARD**

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**O.C. Jones & Sons, Inc.**  
General Engineering Contractor

**O.C. Jones & Sons, Inc.**  
1520 Fourth Street • Berkeley, CA 94710  
Phone: 510-526-3424 • FAX: 510-526-0990  
Contact: Greg Souder  
An Equal Opportunity Employer

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**REQUEST FOR DBE  
SUBCONTRACTORS AND SUPPLIERS FOR:  
Cold plane and overlay pavement, install  
Guardrail and curb ramps - Hwy 80  
Richmond/El Cerrito/San Pablo/Pinole/Hercules  
Caltrans #04-4J3404  
BID DATE: June 15, 2017 @ 2:00 PM**

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Develop Water Supply, Construction Area Signs, Traffic Control System, Type III Barricade, Portable Changeable Message Sign, SWPPP, Rain Event Action Plan, Storm Water Sampling & Analysis, Sweeping, Treated Wood Waste, Noise Monitoring, Clearing & Grubbing, Dust Palliative, Roadway Excavation (Type Z-2 Aerially Deposited Lead), Filter Fabric, Prepaving Inertial Profiler, Channelizers, Temporary Erosion Control Measures, Bonded Wearing Course, Prime Coat, Asphaltic Emulsion, Geosynthetic Pavement Interlayer, Data Core, AC Dike, Tack Coat, Cold Plane AC, Adjust Utilities, Detectable Warning Surface, Minor Concrete, Pre/Post Construction Surveys, Delineator, Pavement Marker, Object Marker, Roadside Signs, Midwest Guardrail System, Vegetation Control (Minor Concrete), Transition Railing, Crash Cushion, Concrete Barrier, Striping & Marking, Electrical and Construction Materials

100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage DBE Participation. Plans & Specs are available for viewing at our office or through the Caltrans Website at [www.dot.ca.gov/hq/esc/oe/weekly\\_ads/index.php](http://www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php).

SMALL **BUSINESS** EXCHANGE

# California Sub-Bid Request Ads

## Why It's Still So Difficult to Hire a Diverse Team

Continued from page 1

Research has shown that a male candidate is already more likely to get hired than a female of equal qualification, and what may be seen as confidence in a man can across as “pushy” in a woman. Companies need to reevaluate and restructure the interview process, in order to avoid favoring candidates based on gender. Iris Bohnet, author of *What Works: Gender Equality by Design*, and a behavioral economist and professor at Harvard Kennedy School, shared in a recent Harvard Business Review article, “work-sample tests, structured interviews and comparative evaluation allow companies to hire the best talent instead of those who look the part.” By rethinking how companies interview candidates, female and male candidates will be equally vetted on their skillset.

### 3.The salary negotiation

According to the American Association for Women, in 2015, women working full-time in the United States typically were paid just 80 percent of what men were paid. While the number has gone up year over year, the increase was extremely small. While gender equality continues to be a hot topic, the pay gap between men and women still exists. Companies need to take a proactive approach to understand salary discrepancy numbers in an effort to attract and retain female employees. In December, the White House announced that a total of 100 employers signed the White House’s Equal Pay Pledge, committing themselves to take action to advance equal pay. In addition, recently, SAP America worked with a third-party firm to complete a pay equity report, which found that 99 percent of its male and female employees in the U.S. were paid equally. Where disparity did exist, the gap was corrected. By addressing the pay equity issue in the salary negotiation process, companies will motivate the workforce and retain the best talent.

The first step to creating a more diverse and inclusive workforce is looking at ourselves -- and recognizing that we all have bias, conscious and unconscious. By understanding and accepting this, organizations can then proactively work to take corrective action that will enable them to attract and hire the best talent -- whomever they might be! -- and begin the journey toward a truly diverse, inclusive workplace.

SOURCE: [www.entrepreneur.com](http://www.entrepreneur.com)

**Sub-Bids Requested from qualified MBE/WBE/SBE/DVBE Subcontractors and Suppliers For:**  
**PIPELINE 3 RELINING LAKE MURRAY TO SWEETWATER RESERVOIR, SPECIFICATION 622**  
**Owner: San Diego County Water Authority**  
**Location: San Diego, La Mesa, San Diego County, CA**  
**Bid Date: June 14, 2017 @ 2:00 P.M.**

**J.F. Shea Construction, Inc.**  
 667 Brea Canyon Road, Suite 30 • Walnut, CA 91789  
 Phone: (909) 595-4397 • Fax: (909) 444-4268  
 Contact: Lori Olivas, [lori.olivas@jfshea.com](mailto:lori.olivas@jfshea.com)

J.F. Shea Construction, Inc. is soliciting your participation in the preparation of this bid. We are particularly interested in bids from subcontractors/suppliers for the following work items:  
 Demolition, Dewatering, Traffic Control, Fencing, Steel Liners, Welding, AC Paving, Landscaping, Rockfall Barrier, Ready-Mix Concrete, Reinforcing Steel, Precast Concrete Vaults, Structural Steel, Miscellaneous Metals, Waterproofing, Cement Mortar Lining, Painting & Coatings, Cathodic Protection

**Plans and Specifications:** A free download is available via TheNetwork and Ebidboard through SDCWA’s Contracting Opportunities page: <http://www.sdcwa.org/contracting-opportunities>. Plans may also be viewed at the Dodge Plan Rooms or at our Walnut Office.

J.F. Shea Construction, Inc. is an equal opportunity employer and intends to negotiate in good faith with interested MBE/WBE/SBE/DVBE firms and intends to utilize the lowest responsive bidder. J.F. Shea expects potential subcontractors to be bondable. J.F. Shea will pay for up to 1% for subcontractor bond costs. Subcontractors and Suppliers are expected to bid per plans and specifications, including requirements for warranties. Standard manufacturer’s warranties, if not in conformance with owner’s specifications, will not be accepted.

## Long Island (Babylon), NY Sub-Bid Request Ad

**Shea McNally JV**  
**BIDDING OPPORTUNITY**  
 MBE/WBE/DBE Certified with the following certifying authority:

**A DBE is a Disadvantaged, Minority, or Woman Business Enterprise that has been certified by an entity from which EPA accepts certifications as described in 40 CFR 33.204-33.205 or certified by EPA. EPA accepts certifications from entities that meet or exceed EPA certification standards as described in 40 CFR 33.202.**

Inviting qualified contractors, specifically **MBE/WBE/DBE firms certified/eligible as listed above**, to contact Shea McNally JV (Prime Contractor listed below) regarding subcontracting services and material supply opportunities in connection with the upcoming tunnel and shafts project.

The Work under this contract is located in Long Island (Babylon), New York. The Work consists of:

**Southwest Outfall Replacement, Capital Project No. 8108**  
**Owner: County of Suffolk – Dept. of Public Works-Yaphank, NY**  
**Capital Project No. 8108**  
**BID DATE: June 29, 2017 at 11:00 AM**

Opportunities to participate exist in the following specific areas of soil and rock excavation, hauling, excavation support systems, underground blasting, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, environmental investigation, utility relocation, paving, fencing and gates, geotechnical and structural instrumentation, slurry wall, cased auger shaft construction, secant piles, cast-in-place concrete structures, reinforcing steel, ground stabilization, rock-bolts, steel dowels, shotcrete, concrete finishing, waterproofing, service utilities, grouting, mechanical equipment – hydraulic, sluice & weir gates, electrical services, pest control, IT services, security, waste disposal, cleaning services, and security services.

Any business seeking to participate as a **MBE/WBE/DBE** in the Contract that is not currently certified DBE by the EPA and the requirements set forth above should review **40 CFR 33.204-33.205 or certified by EPA** shown above to obtain current certification.

Shea McNally JV set up an FTP site where you can view all plans, specifications and addendums for your convenience. Please contact Steve Fiore at (909) 595-4397, [Steven.Fiore@jfshea.com](mailto:Steven.Fiore@jfshea.com), to receive instructions on accessing the FTP Site.

**Shea McNally JV**  
**An EEO Employer**  
**(J.F. Shea Construction, Inc. – McNally Tunneling Corporation)**  
 667 Brea Canyon Road, Suite 22 • Walnut, CA 91789  
 909-594-0990 • 909-869-0827 (fax)  
 Attn: Dennis Poulton, Chief Engineer



# SBE PROJECT PARTNERS IN BUSINESS & COMMUNITY OUTREACH

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- “Vetted” Database including businesses certified by federal, state or local jurisdictions
- National trade / focus publications to community businesses and stakeholders
- Expertise in Diversity Outreach to identify firms, promote outreach events, and handle registration details.
- Archived search results

**LINK TO OUTREACH ORDER FORM:**

[http://e8.octadyne.net/clientFiles/8023/SBE\\_Diversity-Outreach-Form.pdf](http://e8.octadyne.net/clientFiles/8023/SBE_Diversity-Outreach-Form.pdf)

**For more information contact:**

Small Business Exchange, Inc. • 795 Folsom Street, 1st Floor, San Francisco, CA 94107

Phone: 415-778-6250 • Toll Free: 800-800-8534

Fax: 415-778-6255 • Email: [sbe@sbeinc.com](mailto:sbe@sbeinc.com) • Website: [www.sbeinc.com](http://www.sbeinc.com)

# California Sub-Bid Request Ads



**BROSAMER & WALL, INC.**

An Equal Opportunity Employer  
is requesting quotations from all qualified  
DBE

Professional services, sub-contractors, material suppliers and trucking for the following project:

**BART EARTHQUAKE SAFETY PROGRAM AERIAL STRUCTURES  
FRUITVALE STATION AND COLISEUM STATION**

**Contract No. 15PJ-130B**

**Bid Closing Date: JUNE 20, 2017 @ 2:00 PM**

**DBE GOAL: 12%**

**CONTACT:**

**Robert Rosas**

**Brosamer & Wall Inc.**

**1777 Oakland Blvd, Suite 300**

**Walnut Creek, California 94596**

**PH: 925-932-7900 FAX: 925-279-2269**

**PROJECT SCOPE:**

The work in this Contract includes but is not limited to providing structural retrofit of pier foundations, columns and pier caps; demolition of selected existing facilities; shoring for excavation support; excavation; steel and concrete structure retrofit at girders, and stairs; drilling and bonding dowels in concrete; electrical work at piers and the main concourse, defined as the covered area between station entrances; architectural work at stairs and curtain walls, retrofit of escalator trusses, restoration of paving, striping, sidewalks, signage, traffic control, utilities. Optional Work; Breakrooms improvements at Coliseum station and/or Fruitvale station may be included at the discretion of the District as described in the Contract Documents. Duration of Project is 1200 Calendar Days.

Note: This project includes a Buy America Clause and Owner Controlled Insurance Program (OCIP)

**Subcontractors and Suppliers being solicited include but not limited to:**

Construction Staking, Traffic Control System, Project Signs, Construction Area Signs, Construction Site Mgmt., Prepare SWPPP, Rain Event Action Plan, Storm Water Annual Report, Temporary SWPPP Devices, Street Sweeping, Temporary Concrete Washout, Temporary Fence (Type ESA), Abatement (Asbestos/Lead) & Demolition, Select Structure Concrete Removal, Pre-Stressing/Post Tensioning, Concrete Reinforcing, Concrete Reinforcing (Foundation), Cast-in-Place Concrete, Cast-in-Place Concrete (Foundation), Drill and Bond Dowels, Drill and Bond Dowels (Chemical Adhesive), Fiber Reinforced Polymer Column Casing, Structural Steel Framing, Architectural Work (Aluminum Walls, Glazing and Storefronts), Fire Suppression, Plumbing & HVAC, Electrical and Communication, Earthwork, Shoring and Underpinning for Safeguarding Structures, Asphalt Paving, Concrete Paving, Minor Concrete (Concrete Curbs, Gutters, and Walks), Signage and Pavement Markings, Chain Link Fences and Gates, Utilities, Building General Contractors for Breakroom(s) Optional Improvements, Temporary Fence, Trucking, Portable Toilets, Concrete Supply and Placement.

**Requirements:** Brosamer & Wall, Inc. will work with interested subcontractors/suppliers to identify opportunities to break down items into economically feasible packages to facilitate DBE Participation. Brosamer & Wall, Inc. is a union signatory contractor. Subcontractors must possess a current contractor's license, insurance coverage and worker's compensation for the entire length of the contract.

All subcontractors will be required to sign our standard Subcontract Agreement. 100% payment and performance bonds may be required. If you have any questions regarding this project or need assistance in obtaining/waiving insurance, bonding, equipment, materials and/or supplies please call or email Robert Rosas contact information below.

Plans and specifications can be viewed at our office located at 1777 Oakland Blvd Suite 300, Walnut Creek, Ca. 94596 or at the Districts Offices for plan room locations please call BART at 510-851-3174. B&W will also make plans electronically please email [rosas@brosamerwall.com](mailto:rosas@brosamerwall.com) for free online link. Brosamer & Wall INC., intends to work cooperatively with all qualified firms seeking work on this project. If you are interested in submitting a subcontractor bid for this project, you may contact Robert Rosas Chief Estimator at 925-932-7900 or fax us your quote at 925-279-2269. PLEASE SUBMIT A COPY OF YOUR CURRENT DBE CERTIFICATION WITH YOUR BID. Subcontractors, Dealers/Suppliers and Brokers please provide your designation code to us on or before the bid date. B&W, INC., IS AN EQUAL OPPORTUNITY EMPLOYER.

## Small Business Exchange

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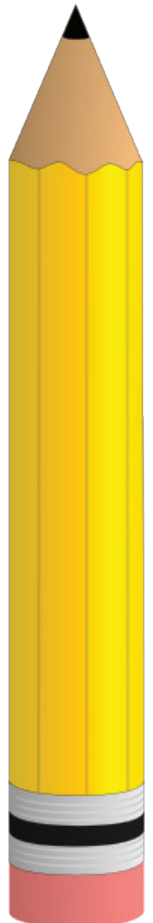
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