

# THECONSTRUCTIONUSER

A Publication of The Association of Union Constructors | [www.tauc.org](http://www.tauc.org) | Winter 2016-17

## 16th Annual Zero Injury Safety Awards® Full Coverage Begins on Page 16



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Page 6

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### **The Industry's Hidden Ground Game**

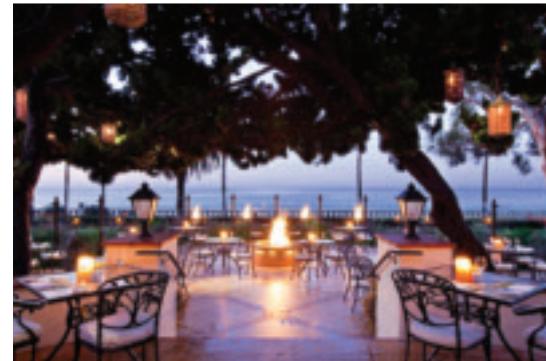
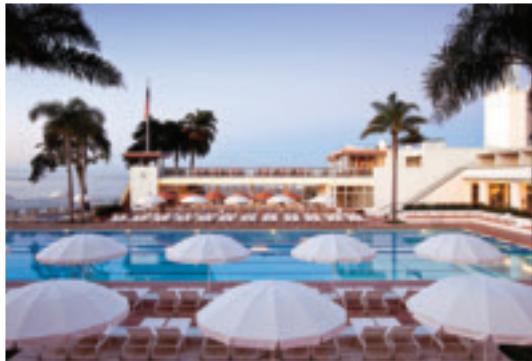
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*The Construction User*  
is published quarterly by:



The Association of Union Constructors  
1501 Lee Highway, Suite 202  
Arlington, VA 22209  
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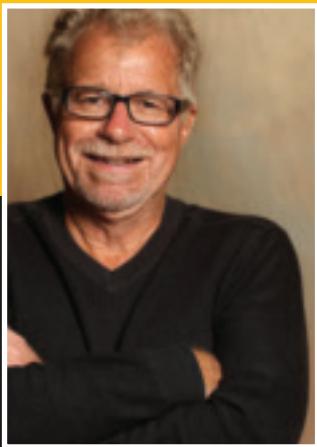
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Scott McLallen  
Pixels & Ink, Incorporated  
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# Customer Focused



by **JAKE LOCKLEAR**  
TAUC PRESIDENT  
PRESIDENT AND CEO,  
APM + APCOM

**How do we compete and win in this marketplace?**  
**The answer may not lie in any one policy or action, but in our relationships, particularly our customer relationships.**

**"Coming together is a beginning. Keeping together is progress.  
Working together is success."**

— Henry Ford

**S**OMETIMES IT'S GOOD to go back to basics — to be reminded of who you are, where you came from, and why you exist. Recently our Board of Directors held a strategic session in Milwaukee, and I found it beneficial to go re-read the TAUC Charter and Bylaws as part of a quick "refresher course." Allow me to quote from our foundational documents.

**TAUC Charter:** Going back to the articles of incorporation of the National Erectors Association (NEA), TAUC's predecessor organization founded in 1970, the objectives of our Association shall be:

1. To represent and act for all facets of the construction industry ... before all divisions of government and those public and private organizations whose work affects the industry.
2. To deal with labor organizations ... to promote industrial harmony ... and to promote a spirit of cooperation between [TAUC members] and labor groups.
3. To educate contractors on union construction industry issues and increase the union contractor share of the construction industry marketplace.

**TAUC Mission Statement (Revised and Approved December 2011):** "To act as an advocate in advancing and enhancing the value of the union construction industry through an educated and action-driven membership by fostering the promotion of labor-management cooperation, workplace safety and health, and collaboration with construction users in order to help union contractors compete more effectively in the marketplace."

The consistency between these two documents, written more than forty years apart, really caught my attention. It shows that our founders were on to something — and that TAUC has stayed true to its core principles despite the enormous changes our industry has experienced over the decades, which is no small feat. The words that stand out to me, at least for the purposes of this article, are *cooperation, collaboration* and *harmony*. These words should be associated with our tripartite approach — contractors, labor organizations, and owners working together to improve our industry.

Further, there is another phrase in our foundational documents that jumps out: "...To help union contractors compete more effectively in the marketplace." How does TAUC do that? I argue it's through our tripartite approach, and particularly through our engagement with our owners, i.e., our customers.

First, we provide a forum to **listen to our owners**. Twenty-three owner-client representatives from 16 different companies participate in TAUC's Customer Caucus. These companies represent almost 20 million work hours under the NMAPC alone. The Caucus meets twice a year — at the Leadership Conference in May and again in December at the TAUC Year End Meetings. We welcome our customers' interaction and request their candid feedback regarding ways we can address their needs. I cannot stress enough the value of having our customers/owners join us in the tripartite — to speak with them, and to listen and learn from them — so we ALL can compete and win in this current market.

Second, we encourage our contractors and labor partners to **learn about and understand the challenges our customers face**. Our customers operate in a global economy, with advanced economies slowing down and emerging markets providing growth. Our customers face lots of uncertainty, with volatility in commodity pricing (for example, see the major shifts in fuel cost trends) and the direction of investment being dependent in part on who is in power in Washington D.C. To help our customers win in this market, we need to listen when they talk about their *purpose* and how we can help them. For example, what I hear in the energy sector is that our customers seek to provide clean, safe, reliable, affordable power to provide to their customers, the end users of power. (By the way, the end users are you and I. We want reliable energy at low cost, right? The lights turn on while the light bill is cheap.) So we need to provide our customers the

services that meet that need – crews and projects that are safe, jobs executed right the first time without rework, and productive and cost-efficient solutions so that our customers view us as reliable, predictable and affordable.

Third, we exhort each other to **be honest about our performance and need for improvement**. There are no entitlements in this current market. I was with a group of customers/owners a few months ago. One offered this observation: “Union costs tend to be on the higher side of industry standards, understanding that alternative non-union labor craft is vastly making gains.” We all know the data that shows union craft labor has lost market share since the heydays of the last century. The non-union side is less costly up front, and they are catching up in the areas where we pride ourselves on being better – safety, quality, productivity, training. We need to embrace some change, to innovate in our services to

meet the expectations of our customer, and get better at proving the value of union craft and union construction.

So ... How do we compete and win in this marketplace? The answer may not lie in any one policy or action, but in our relationships, particularly our customer relationships. As we look ahead, let's also look back at the core documents I quoted earlier, and in the exemplary way our founding members approached their work day in and day out: Listen to our owners. Learn about and understand their challenges. Be honest about our performance. Work together – cooperate and collaborate in the tripartite spirit – to innovate and improve.

There is a saying in our business that I believe gets to the heart of the matter. “The customer may not always be right, but the customer determines our success.” Let us be customer-focused and together we will compete and win. 



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# The Human Factor

by STEVE LINDAUER  
TAUC CEO

**O**N OCTOBER 27th, in my capacity as Impartial Secretary and CEO of the National Maintenance Agreements Policy Committee, Inc. (NMAPC), I presided over the 16th Annual Zero Injury Safety Awards (ZISA) Gala in Washington, DC (see coverage beginning on Page 16). It's always an immense pleasure to honor all of the winning tripartite groups and catch up with friends and colleagues from around the country. The event continues to grow year after year, a sure sign that our industry is embracing the zero injury philosophy.

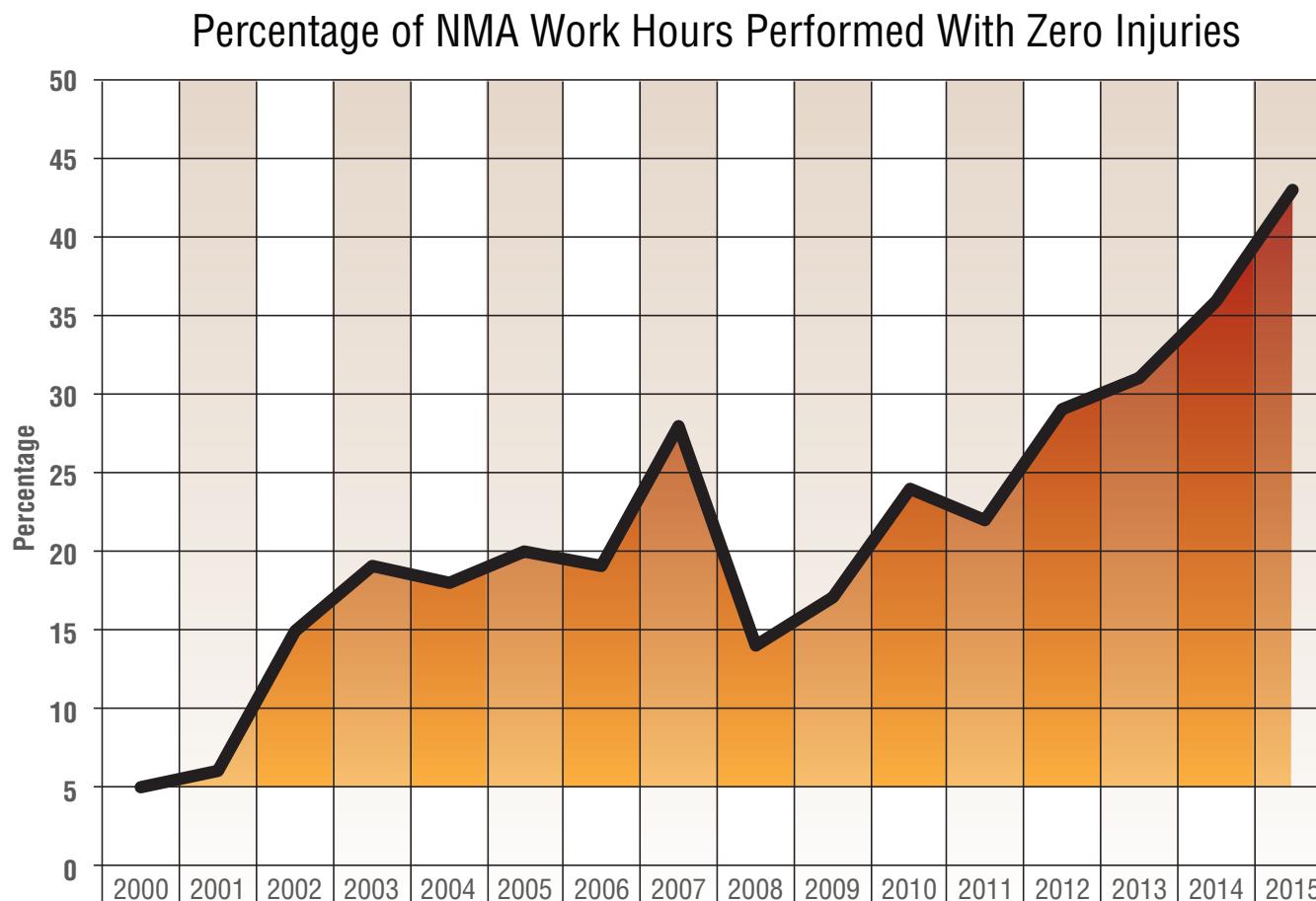
We celebrated two record-breaking numbers this year. The first was 122. That's the total number of tripartite teams that won Zero Injury Safety Awards in calendar year 2015 – the most in ZISA history. Of the 122 winning teams, 119 worked together under the auspices of the National Maintenance Agreements and three worked together under the auspices of the National Construction

Agreement, a PLA administered by the North American Contractors Association and North America's Building Trades Unions.

The second number was 22 million – actually, a little more than 22 million. That's the number of injury-free work hours the winning teams recorded in 2015. Again, this was another first, the most in ZISA history, shattering the previous record by nearly two million work hours.

When I announced these achievements at the Gala, the crowd burst into applause, and for good reason. In our increasingly data-driven industry, numbers are the raw material we use to measure success. Budgets, schedules, market share, work hours, profits and losses – if we didn't have a reliable set of metrics, we'd be lost.

However, as important as they are, numbers aren't the only way we can – or should – measure success. At this year's Gala, we had a special guest who perfectly



exemplified the “human factor” that is crucial to the success of our industry. Kerby Kellem is from Pittsburgh, a member of Laborers Local Union No. 833 in New Brighton, Pennsylvania. He works for Day & Zimmermann NPS as a general foreman at FirstEnergy’s Beaver Valley Nuclear Power Station. He is also a rap artist, a music producer, graphic designer, recording and mastering engineer, web designer, videographer, as well as a husband and father.

Kerby decided to use his incredible talents to share the zero injury message in a new and creative way. On his own time, on his own initiative, Kerby wrote a rap song from scratch – music and lyrics – titled “Why Not Zero?” It encouraged employees to commit themselves to zero injury. But he was just getting started. Next, he gathered up his equipment and filmed an accompanying music video on location with numerous DZ NPS employees and fellow craft workers participating.

The end result was nothing less than spectacular. When I first saw the video a few months ago, I knew we had to play it at the ZISA Gala – and we did. The crowd loved it. You can watch it at [zisa.org/videos](http://zisa.org/videos) (scroll down, it's the second video on the page). I'm sure you'll agree with me that Kerby is one of those rare individuals with the ability to inspire everyone around him, a high performer who isn't satisfied with the status quo.

We need more Kerbys in this industry – a lot more. He shows us that the “cold, hard numbers” we use to measure success aren't generated out of thin air. They come from the heart. That's why events like the ZISA Gala are so important. They remind us that we're not really in the industrial construction and maintenance business. We're in the **people** business. We measure success by the quality of those who work in our industry. We look at their skill levels and their work ethic. And we also look at their commitment and dedication to safety and to the zero injury philosophy.

Sure, the awards are nice, and they'll look good on the conference room walls of our owner-clients, signatory contractors and local unions. But the primary reason we gave out so many awards on October 27th was because the thousands of men and women who show up on our jobsites every day decided to make zero injury their top priority. It is truly an honor to celebrate their success and commitment! 



*Steve Lindauer is the CEO of The Association of Union Constructors and also serves as Impartial Secretary and CEO of the National Maintenance Agreements Policy Committee, Inc. (NMAPC).*



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# Safety as a Mirror of Engagement... and Foundation for Success

by MARK BRESLIN

**W**HAT IS SAFETY? A set of rules and practices? An organizational value? An individual responsibility? A set of metrics that indicate performance? Risk management and a set of costs and benefits? Probably all of those -- but it's also something else, something a little less visible, I think:

*Safety is a reflection of the level of engagement that your employees, from top to bottom, bring to the organization.*

Safety is, without question, the most common rallying cry that bonds and unites people in the construction workplace. But it is also the foundation upon which engagement is built. And it has some unusual roots based in the following case study.

In 1987, Alcoa Aluminum was in trouble. It was an organization that was underperforming at every level internally and suffering in the marketplace. Productivity was poor. Quality was poor. Clients were not happy. The solutions that had been tried were ineffective. Then along came a leader with a new idea: if you could find a rallying point for everyone, that intersection of belief and buy-in could serve as a cornerstone for progress in all other areas. CEO Paul O'Neil sifted through recommendations from the many senior-level executives, then decided to head in a totally different direction. Instead of focusing on manufacturing processes, quality initiatives or productivity enhancement, he decided that the starting place would be safety. When he announced this in a speech, the market punished him and major brokerages all changed their recommendations to "sell."

He had a vision of unifying everyone – giving all employees something they could believe in and get behind, something that would actually benefit not just the company but individuals, too. Many were left scratching their heads and wondering if O'Neil was crazy – a broken company is going to rebuild itself by focusing on safety?

But he was on to something powerful. One year after O'Neil made that speech to investors, the company hit record profits. By the time he retired 13 years later, Alcoa had increased profits 500% (I encourage readers to watch his presentation on safety as the "Keystone Habit" – it's available on YouTube).

It turns out that having a common vision and objective was exactly what the company needed. It was the glue that bonded labor and management. It was a clear indicator by the company that they cared about their employees' health

*For Generation X  
and Millennials, engagement,  
even more than money,  
is the currency of retention.*

and welfare. It was a brilliant, simple and effective foundation upon which to build...and build they did.

In a relatively short time, Alcoa built a culture not just of safety, but also one of unity and belief. Most importantly, though, it built a culture of engagement. You see, engagement in the workplace is what leads to buy-in and commitment. It is the door you have to open for your employees to voluntarily walk through. It is the opportunity for them to participate and, more importantly, contribute. This is exactly

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what we are achieving at a remarkable pace in our industry today.

Many of this year's Zero Injury Safety Award winners are firms that maintain flawless records. Many of my clients will work millions of man-hours without lost time incidents. At face value, these are strong indicators of vigorous and effective safety programs and training. But what they really reflect, most of all, is the level of committed engagement that is evident in the workplace.

This lesson is vitally important as we continue our efforts to attract young people to our industry. Both Generation X, and the Millennials seek engagement as a primary element of their workplace experience. For these young people, engagement, even more than money, is the currency of retention. It is the effort made by companies today to show they care and that they want (and need) input and participation by everyone in the workplace. I think there are lessons

to be learned and applied here. As I noted in my last article, there are many other areas of jobsite focus where we can use our "safety engagement" expertise to reap big dividends. But those are secondary to asking the questions over and over again: "How do we engage our people? How do we obtain their buy-in and commitment? How do we tap their talent and discretionary effort? How do we build off of safety, precisely how Alcoa did, to reap long term rewards?"

Take a big picture look at safety, engagement and culture. Think about how Alcoa used its focus on safety to improve overall company performance. Ask yourself, "What are we doing that works amazingly well, and how can we leverage it in other areas of our business?" Once achieved, engagement is a powerful tool. Let's use that tool, guided by the hard lessons we've learned in the past, to build the industry of the future and a culture of safety excellence.



*Mark Breslin is a strategist and author of several books, including most recently, The Five Minute Foreman: Mastering the People Side of Construction.*

*Visit his website at [www.breslin.biz](http://www.breslin.biz) or contact him at (925) 705-7662.*

## Questions?

## Comments?

## We want to hear from you!

E-mail Executive Editor  
David Acord at [dacord@tauc.org](mailto:dacord@tauc.org).

Let him know what you thought about this issue, or suggest an idea for a future article!



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# The Ground Game

by SCOTT FISHER, AGC OF MICHIGAN

**I**N THE DAYS leading up to this year's presidential election, there was a lot of discussion in the news media about both parties' "ground games" and their ability to actually get people to the polls and vote. After months of talking about big issues like the economy, immigration, health care and foreign policy, suddenly everyone's attention shifted to more mundane but absolutely necessary activities like knocking on doors, placing phone calls, making sure people knew where to vote and providing transportation to and from the polls.

Why the sudden change? Simple: at the end of the day, political experts understood that it all came down to nitty-gritty, grass-roots, ground-level execution. You can talk about the "important issues" all day long, as we should, but if you don't do the hard, unglamorous work to get people to the polls to vote, none of that talk will matter.

As I watched and listened to news reports, I couldn't help but think of the union construction and maintenance industry's own "ground game" – the people who roll up their sleeves and do the work that needs to be done, often behind the scenes with no fanfare. In many cases, it's the Local Employer Organizations (LEOs), supported by industry funds, who fill this role. I'd like to briefly shine a spotlight on one of our most important duties and how it fits into the big picture.

LEO executives and their staff spend an incredible amount of time and energy on collective bargaining at the local level, representing contractors in negotiations with unions, administering CBA's, and participating in grievance hearings. This year my LEO, AGC of Michigan, negotiated two very difficult agreements, but in 2017 we'll have fifteen agreements that need to be worked out with the various crafts throughout the state.

Local collective bargaining is our "ground game." It's not fashionable or fun; in fact, it's tiresome, often tedious and in many cases, damn hard work. But if we don't execute successfully, the big picture shatters and the entire industry can suffer. If wages and fringes are set too high, contractors risk becoming uncompetitive and getting shut out of the marketplace. That affects not only individual businesses, but entire regions of the country. If wages and benefits are set too low, attracting and maintaining desperately needed new workers becomes a monumental task. Also, large national agreements – including the National Maintenance Agreements – use the wages and fringes that have been collectively bargained at the local level, so the pressure is on us to get it right for the sake of not only our own local contractors, but everyone who ends up working in our area.



The LEO ground game is also a great incubator for creativity and problem-solving. When you're tasked with fixing a difficult situation, sometimes the only thing you can do is think outside the box – because simply walking away isn't an option. For instance, my LEO is currently working with a number of other associations and local unions to look at best practices as they relate to healthcare plans. Many of the smaller crafts' plans are in trouble; though hours are up, so are healthcare costs, especially for pharmaceuticals.

We're also consolidating multiple Apprenticeship Trust Funds into one fund within a trade. The most recently consolidated funds have been within the OPCMIA and the Carpenters/Millwrights. The consolidation of funds has saved considerable amounts of money that can now be dedicated to training.

The pressure of taking on difficult tasks isn't always enjoyable – but it sometimes forces us to dig deep and come up with truly innovative solutions. Subsequently, through the TAUC LEO Committee, we are able to share those solutions with colleagues from around the country. Thus, a group of people brainstorming in a small conference room in Peoria, Illinois could come up with an idea that will ultimately help contractors and unions in Portland, Oregon. And it only happens because of our committee's culture of open collaboration and honesty.

In closing, I hope you've learned a little more about what TAUC LEOs do, and why our efforts are crucial to the success of the industry. If you're a LEO and you haven't joined TAUC, I hope you'll consider doing so and becoming part of our LEO network. Although the political parties' get-out-the-vote efforts have been mothballed until the 2018 midterms, our ground game never shuts down. 



*Scott Fisher is the TAUC LEO Committee Chair and Vice President of Labor Relations, Safety & Health and Workforce Development for the Associated General Contractors (AGC) of Michigan.*

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Because it offers real help to veterans in real time, UA VIP is recognized as one of the best veteran assistance programs in the country, winning praise from Congress, the U.S. Department of Labor, the military and media. In 2011, the Military Officers Association of America honored the UA VIP Program by giving UA General President Bill Hite its Distinguished Service Award.

UA VIP is provided to transitioning active-duty military and veterans either on military bases or at local UA facilities around the country. A nationwide training initiative with all military branches, this program provides services at no cost to veterans or the military—the UA and UA contractors pay all costs.



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helping veterans build a strong  
future at [www.UAVIP.org](http://www.UAVIP.org).

# NMAPC Uses Innovative Crowdsourcing Method to Create ZISA Video

by DAVID ACCORD

**A**T THIS YEAR'S Zero Injury Safety Awards Gala, held October 27th in Washington, D.C., attendees saw the premiere of a new video presentation entitled "A Dream of Safety." Produced by the National Maintenance Agreements Policy Committee, Inc. (NMAPC), this "mini-movie" uses cutting-edge graphics and animation to tell the story of how the zero injury philosophy was created by pioneers like Emmitt Nelson.

But "A Dream of Safety" – available for viewing now at [www.zisa.org/videos](http://www.zisa.org/videos) – goes further. We wanted to do more than explain how Emmitt and others worked tirelessly to "spread the gospel" of zero injury in the 1970s and 1980s; we wanted to show the results of their

hard work by illustrating exactly *how* zero injury has transformed modern construction and maintenance jobsites.

In order to do that, we at NMAPC launched its first-ever crowdsourcing initiative, giving the industry a chance to literally help us create and produce the video. We started a competition and asked people to submit their own "safety success stories" -- real-world examples of how craftworkers, contractors, and/or owner-clients made a difference by following zero-injury practices.

The emphasis on "success" was important. We often hear stories about the bad things that happen on job sites - accidents, fatalities or other instances where proper safety procedures were not followed. But we don't hear enough about the "things that go right" -- when employees at all levels use their zero-injury training to keep themselves (and others) safe.

Out of all the entries we received, three were ultimately selected for inclusion in the video:



**HEADS UP** highlights the incredible success of a tool tethering policy implemented by Solid Platforms, Inc. According to recent statistics, nearly 400 incidents involving dropped objects happen in America every day. Solid Platforms set out to eliminate this hazard and prevent risky behavior – two core zero injury principles. The policy was simple: on the job-site, you anchor your tools every time you’re working at height – period. The results were nothing less than amazing: since it was implemented in 2011, Solid Platforms has worked over eight millions hours without a dropped tool.

“Heads Up” was based on an entry submitted by Solid Platforms President and Chief Operating Officer Jason Lammertin.

**WAKE-UP CALL** shows how one company, Thermal Solutions Inc., learned from a mistake and turned a negative into a positive. It started when a young worker went back to the jobsite alone at the

end of the day to retrieve a respirator. He climbed an unsecured ladder and fell, suffering a broken tailbone and six months of lost time – all for a twenty-dollar piece of equipment. Determined something like that wouldn’t happen again, Thermal Solutions set out to create more than a safety program – the goal was to grow a safety culture, organization-wide. Executives created training and apprenticeship programs tailored to its clients and built regular inspection and reporting practices into the work-day for all employees.

“Wake-Up Call” was based on an entry submitted by John Stevens, President of Thermal Solutions, Inc.

**AN EASY CALL** shines a spotlight on how zero injury training can give craftworkers the courage and confidence to stop the job if an unsafe environment exists, regardless of the pressure to “keep the job going” and

stay on schedule. One day, a worker for Nooter Construction Co. was instructed to grind down a weld in the shell of a heat exchange unit at a heavy industrial facility. When he checked the paperwork, he discovered a discrepancy that could have indicated a major safety risk. Even though it meant possibly postponing the job, the worker alerted the facility of the problem. He knew his supervisors would stand behind his decision because of the strong safety culture instilled through zero injury training.

“An Easy Call” was submitted by Kwasi Asare, Corporate Safety Director Nooter Construction Co.

Once again, we encourage you to view “A Dream of Safety” online at [www.zisa.org/videos](http://www.zisa.org/videos).

Thank you to Nooter, Solid Platforms and Thermal Solutions for helping to make this year’s ZISA video an instant classic!



**“A DREAM OF SAFETY”**  
Watch the full video now at [ZISA.ORG/VIDEOS](http://ZISA.ORG/VIDEOS)



# 16th Annual Zero Injury Safety Awards®

Celebrating More Than 22 Million Injury-Free Work Hours



**BMWC Constructors, ExxonMobil and the Will and Grundy Counties Building Trades Council received the top Gold Star Award for 1,289,230 injury-free hours worked at the Joliet, Illinois Refinery.**

**W**ASHINGTON, DC - The National Maintenance Agreements Policy Committee, Inc. (NMAPC) is pleased to congratulate the winners of the 16th Annual Zero Injury Safety Awards® (ZISA®), the premier safety recognition program in the union construction and maintenance industry.

The ZISA® Gala was held on Thursday, October 27 at the historic National Building Museum in Washington, D.C.

Each Zero Injury Safety Award® recognizes an alliance between owner-clients, signatory contractors and local and international unions who worked together in a tripartite fashion to achieve zero injuries on their industrial construction and maintenance projects. This year, 122 winning tripartite teams were honored – the most in ZISA history. Of that number, 119 worked together under the auspices of the National Maintenance Agreement (NMA), while three teams worked under the National Construction Agreement (NCA).

Altogether, the 122 winning teams accounted for more than 22 million injury-free hours worked in calendar year 2015 – also the most in ZISA history, shattering the previous record by nearly two million work hours. This brings the grand total of injury-free work hours recognized to more than 200 million since the ZISA® program began sixteen years ago.

A complete list of winners can be found at <http://zisa.org/16th-annual-zisa-winners/>.

## The Year's Top Winners

The highlight of the evening was the presentation of the top ZISA® honor - the Gold Star Award, reserved for projects that have documented more than one million injury-free hours. This year the top Gold Star Award went to BMWC Constructors, Inc. (contractor), ExxonMobil (owner-client) and the Will and Grundy Counties Building



**Winners of the first annual ZISA Project Recognition Program Award.**

Trades Council (labor) for performing 1,289,230 injury-free work hours at the Joliet Refinery in Joliet, Illinois.

Another top team was The State Group Industrial (USA) Limited (contractor), Alcoa Inc. (owner-client) and the Southwestern Indiana Building Trades Council (labor). This tripartite alliance was awarded the top ZISA® Silver Star Award for performing 981,146 injury-free work hours at the Warrick Generating Station in Newburgh, Indiana. Silver Star Awards are given to projects that have documented between 500,000 and 999,999 hours worked without a recordable injury.

The top award in the Bronze Star category, for injury-free projects between 200,000 and 499,999 hours, went to Kiewit Power Constructors (contractor), Indianapolis Power & Light Company (owner-client) and the Southwestern Indiana Building Trades Council (labor) for 450,736 injury-free work hours performed at the Petersburg Generating Station in Petersburg, Indiana.

The Certificate of Merit category recognizes projects that have documented between 50,000 and 199,999 work hours performed without a recordable injury. This year's top Certificate of Merit winners were McCarl's Inc. (contractor), FirstEnergy Corp. (owner-client) and the Beaver County Building Trades Council for performing 172,600 injury-free work hours at the Bruce Mansfield Plant in Shippingport, Pennsylvania.

### New Category Introduced

This year, NMAPC also introduced a new award category: the Project Recognition Program, which recognizes NMAPC Yellow Card Projects with 500,000 or more hours worked with zero recordable injuries project wide. All contractors, subcontractors and unions working on the Yellow Card project are recognized. The first-ever Project Recognition Program Award recognized 616,278 injury-free work hours performed on the Empire Riverton Unit 12 Combined Cycle Conversion project at the Riverton Power Plant in Riverton, Kansas. The primary team on the project was Burns & McDonnell Engineering Company (construction manager), The Empire District Electric Company (owner-client) and the Southeast Kansas Building Trades Council (labor). In addition, 20 contractors and 14 local unions were also honored for their injury-free work on the project.

The centerpiece of this year's Gala was a stunning new video chronicling the history of the Zero Injury concept. NMAPC was honored that Emmitt Nelson, the "godfather" of Zero Injury, generously participated in the production of this video. View the video at <http://zisa.org/videos/>.



# Snapshots from the 2016 Zero Injury Safety Awards® Gala



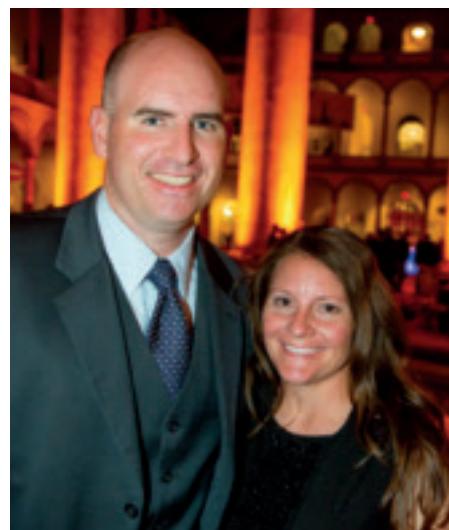


• FEATURE



To view and  
download  
award pictures  
from this year's  
Gala, go to

**WWW.  
ZISA.ORG/  
PHOTOS**





## NMAPC Zero Injury Safety Award® Winners

### Zero Recordable Injury Certificate of Merit

#### Zero Recordable Injury Certificate of Merit

##### GROUP 1

###### SUNOCO LOGISTICS PARTNERS L.P.

**AmQuip Crane Rental LLC**  
**Sunoco Logistics Partners L.P.**  
**Operating Engineers Local Union No. 542**  
*50,122 Work Hours*  
*Marcus Hook Refinery*  
*Marcus Hook, PA*

##### GROUP 2

###### NORTH STAR BLUESCOPE STEEL LLC

**GEM Inc.**  
**North Star BlueScope Steel LLC**  
**Northwestern Ohio Building Trades Council**  
*50,984 Work Hours*  
*Delta Ohio Plant*  
*Delta, OH*

##### GROUP 3

###### CYTEC INDUSTRIES

**Pioneer Pipe, Inc.**  
**Cytec Industries**  
**Parkersburg-Marietta Building Trades Council**  
*51,622 Work Hours*  
*Willow Island Plant*  
*Willow Island, WV*

##### GROUP 4

###### BLUE RACER MIDSTREAM, LLC

**Pioneer Pipe, Inc.**  
**Blue Racer Midstream, LLC**  
**Parkersburg-Marietta Building Trades Council**  
*56,129 Work Hours*  
*NFSI Station*  
*Summerfield, OH*

##### GROUP 5

###### ASSOCIATED ELECTRIC COOPERATIVE INC.

**Triangle Enterprises, Inc.**  
**Associated Electric Cooperative Inc.**  
**Insulators Local Union No. 90**  
*56,835 Work Hours*  
*New Madrid Power Plant*  
*New Madrid, MO*

##### GROUP 6

###### SOUTHERN ILLINOIS POWER COOPERATIVE

**Scheck Mechanical**  
**Southern Illinois Power Cooperative**  
**Boilermakers Local Union No. 363**  
*61,038 Work Hours*  
*Marion Generating Station*  
*Marion, IL*

##### GROUP 7

###### COVESTRO LLC

**Chapman Corporation**  
**Covestro LLC**  
**Upper Ohio Valley Building Trades Council**  
*63,222 Work Hours*  
*Material Science Plant*  
*New Martinsville, WV*

##### GROUP 8

###### KANSAS CITY POWER & LIGHT COMPANY

**NAES Power Contractors**  
**Kansas City Power & Light Company**  
**Greater Kansas City Building Trades Council**  
*64,571 Work Hours*  
*Iatan Power Plant*  
*Weston, MO*

##### GROUP 9

###### INDIANA-KENTUCKY ELECTRIC CORPORATION

**Enerfab Power & Industrial, Inc.**  
**Indiana-Kentucky Electric Corporation**  
**Floyd and Clark Counties Building Trades Council**  
*82,951 Work Hours*  
*Clifty Creek Plant*  
*Madison, IN*

##### GROUP 10

###### PUBLIC SERVICE COMPANY OF NEW MEXICO

**Babcock & Wilcox**  
**Construction Co., Inc.**  
**Public Service Company of**  
**New Mexico**  
**New Mexico Building Trades Council**  
*83,151 Work Hours*  
*San Juan Generating Station*  
*Waterflow, NM*

##### GROUP 11

###### ENBRIDGE ENERGY COMPANY

**Matrix North American**  
**Construction, Inc.**  
**Enbridge Energy Company**  
**Livingston and McLean Counties Building Trades**  
**Council**  
*87,856 Work Hours*  
*Flanagan Terminal*  
*Pontiac, IL*

##### GROUP 12

###### CONSUMERS ENERGY

**Grand River Construction, Inc.**  
**Consumers Energy**  
**Michigan Building Trades Council**  
*91,819 Work Hours*  
*J.H. Campbell Plant*  
*West Olive, MI*

##### GROUP 13

###### THE LINDE GROUP

**Meccon Industries, Inc.**  
**The Linde Group**  
**Lima Building Trades Council**  
*106,296 Work Hours*  
*Lima Hydrogen Plant*  
*Lima, OH*

##### GROUP 14

###### ARIZONA PUBLIC SERVICE COMPANY

**Babcock & Wilcox Construction Co., Inc.**  
**Arizona Public Service Company**  
**New Mexico Building Trades Council**  
*116,305 Work Hours*  
*Four Corners Plant*  
*Farmington, NM*

##### GROUP 15

###### AK STEEL

**Thermal Solutions, Inc.**  
**AK Steel**  
**Butler County Building Trades Council**  
*117,781 Work Hours*  
*Middletown Works*  
*Middletown, OH*

##### GROUP 16

###### OHIO VALLEY ELECTRIC CORPORATION

**Thermal Solutions, Inc.**  
**Ohio Valley Electric Corporation**  
**Tri-State Building Trades Council**  
*118,871 Work Hours*  
*Kyger Creek Power Plant*  
*Cheshire, OH*

##### GROUP 17

###### CAMPBELL SOUP COMPANY

**GEM Inc.**  
**Campbell Soup Company**  
**Northwestern Ohio Building Trades Council**  
*121,265 Work Hours*  
*Napoleon Plant*  
*Napoleon, OH*

##### GROUP 18

###### EXXONMOBIL

**Chellino Crane**  
**ExxonMobil**  
**Operating Engineers Local Union No. 150**  
*124,517 Work Hours*  
*Joliet Refinery*  
*Joliet, IL*

##### GROUP 19

###### CITGO PETROLEUM CORPORATION

**Amex Nooter LLC**  
**CITGO Petroleum Corporation**  
**United Association Local Union**  
**No. 597**  
*133,175 Work Hours*  
*Lemont Petroleum Refinery*  
*Lemont, IL*

##### GROUP 20

###### SUNOCO LOGISTICS PARTNERS L.P.

**Scheck Mechanical**  
**Sunoco Logistics Partners L.P.**  
**Steamfitters Local Union No. 420**  
*136,271 Work Hours*  
*Marcus Hook Refinery*  
*Marcus Hook, PA*

##### GROUP 21

###### MOTIVA ENTERPRISES LLC

**Babcock & Wilcox**  
**Construction Co., Inc.**  
**Motiva Enterprises LLC**  
**Sabine Area Building Trades Council**  
*137,960 Work Hours*  
*Port Arthur Refinery*  
*Port Arthur, TX*

**GROUP 22**

**PRIMARY ENERGY RECYCLING CORPORATION**  
(2 RECOGNIZED PROJECTS =  
147,057 INJURY FREE WORK HOURS)

**Hayes Mechanical Inc.**  
**Primary Energy Recycling Corporation**  
**Northwestern Indiana Building Trades Council**  
54,508 Work Hours  
Cokenergy, LLC Plant  
East Chicago, IN

**Enerfab Power & Industrial, Inc.**  
**Primary Energy Recycling Corporation**  
**Boilermakers Local Union No. 374**  
92,549 Work Hours  
Cokenergy, LLC Plant  
East Chicago, IN

**GROUP 23**

**PROCTER & GAMBLE HAIR CARE LLC**

**Bilfinger Industrial Services Inc.**  
**Procter & Gamble Hair Care LLC**  
**Cedar Rapids Building Trades Council**  
164,309 Work Hours  
Iowa City Plant  
Iowa City, IA

**GROUP 24**

**MARATHON PETROLEUM CORPORATION**

**Gribbins Insulation Company**  
**Marathon Petroleum Corporation**  
**Insulators Local Union No. 37**  
175,675 Work Hours  
Robinson Refinery  
Robinson, IL

**GROUP 25**

**MARKWEST ENERGY PARTNERS, L.P.**  
(2 RECOGNIZED PROJECTS =  
188,166 INJURY FREE WORK HOURS)

**McCarl's Inc.**  
**MarkWest Energy Partners, L.P.**  
**Upper Ohio Valley Building Trades Council**  
89,156 Work Hours  
Barnesville Compressor Station  
Barnesville, OH

**Chapman Corporation**  
**MarkWest Energy Partners, L.P.**  
**Upper Ohio Valley Building Trades Council**  
99,010 Work Hours  
Mobley Plant  
Mobley, WV

**GROUP 26**

**NORTHERN INDIANA PUBLIC SERVICE CO. (NIPSCO)**  
(2 RECOGNIZED PROJECTS =  
246,651 INJURY FREE WORK HOURS)

**Solid Platforms, Inc.**  
**Northern Indiana Public Service Co. (NIPSCO)**  
**Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office**  
69,907 Work Hours  
Michigan City Generating Station  
Michigan City, IN

**United Construction Company, Inc.**  
**Northern Indiana Public Service Co. (NIPSCO)**  
**LaPorte, Starke and Pulaski Counties Building Trades Council**  
176,744 Work Hours  
Michigan City Generating Station  
Michigan City, IN

**GROUP 27**

**THE WILLIAMS COMPANIES, INC.**  
(3 RECOGNIZED PROJECTS =  
303,445 INJURY FREE WORK HOURS)

**Chapman Corporation**  
**The Williams Companies, Inc.**  
**Upper Ohio Valley Building Trades Council**  
74,537 Work Hours  
Moundsville Plant  
Moundsville, WV

**Thermal Solutions, Inc.**  
**The Williams Companies, Inc.**  
**Upper Ohio Valley Building Trades Council**  
104,076 Work Hours  
Oak Grove Plant  
Moundsville, WV

**McCarl's Inc.**  
**The Williams Companies, Inc.**  
**Upper Ohio Valley Building Trades Council**  
124,832 Work Hours  
Fort Beeler Plant  
Cameron, WV

**GROUP 28**

**FORD MOTOR COMPANY** (4 RECOGNIZED PROJECTS =  
312,959 INJURY FREE WORK HOURS)

**Midwest Steel, Inc.**  
**Ford Motor Company**  
**Iron Workers Local Union No. 70**  
50,014 Work Hours  
Kentucky Truck Plant  
Louisville, KY

**Abel Construction Company, Inc.**  
**Ford Motor Company**  
**Greater Louisville Building Trades Council**  
65,107 Work Hours  
Kentucky Truck Plant  
Louisville, KY

**Dearborn Mid-West Company**  
**Ford Motor Company**  
**Greater Louisville Building Trades Council**  
86,712 Work Hours  
Kentucky Truck Plant  
Louisville, KY

**Aristeo Construction**  
**Ford Motor Company**  
**Greater Louisville Building Trades Council**  
111,126 Work Hours  
Kentucky Truck Plant  
Louisville, KY

**GROUP 29**

**DYNEGY INC.** (4 RECOGNIZED PROJECTS =  
313,748 INJURY FREE WORK HOURS)

**Enerfab Power & Industrial, Inc.**  
**Dynegy Inc.**  
**Boilermakers Local Union No. 105**  
63,919 Work Hours  
Miami Fort Power Station  
North Bend, OH

**URS Energy and Construction, Inc., an AECOM Company**  
**Dynegy Inc.**  
**Boilermakers Local Union No. 363**  
79,406 Work Hours  
Newton Power Station  
Newton, IL

**Solid Platforms, Inc.**

**Dynegy Inc.**  
**Indiana/Kentucky/Ohio Regional Council of Carpenters - Southern Office**  
84,153 Work Hours  
William H. Zimmer Station  
Moscow, OH

**Enerfab Power & Industrial, Inc.**  
**Dynegy Inc.**  
**Boilermakers Local Union No. 105**  
86,270 Work Hours  
William H. Zimmer Station  
Moscow, OH

**GROUP 30**

**ALCOA INC.** (3 RECOGNIZED PROJECTS =  
319,459 INJURY FREE WORK HOURS)

**Ryan & Associates, Inc.**  
**Alcoa Inc.**  
**United Association Local Union No. 25**  
72,168 Work Hours  
Davenport Works  
Davenport, IA

**The State Group Industrial (USA) Limited**  
**Alcoa Inc.**  
**Southwestern Indiana Building Trades Council**  
119,625 Work Hours  
Warrick Operations  
Newburgh, IN

**Gribbins Insulation Company**  
**Alcoa Inc.**  
**Southwestern Indiana Building Trades Council**  
127,666 Work Hours  
Warrick Generating Station  
Newburgh, IN

**GROUP 31**

**UNITED STATES STEEL CORPORATION**  
(4 RECOGNIZED PROJECTS =  
341,954 INJURY FREE WORK HOURS)

**Solid Platforms, Inc.**  
**United States Steel Corporation**  
**Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office**  
60,635 Work Hours  
Gary Works  
Gary, IN

**Songer Services, Inc.**  
**United States Steel Corporation**  
**Michigan Building Trades Council**  
83,836 Work Hours  
Great Lakes Works  
River Rouge, MI

**Matrix North American Construction, Inc.**  
**United States Steel Corporation**  
**Northwestern Indiana Building Trades Council**  
98,241 Work Hours  
Gary Works  
Gary, IN

**Matrix North American Construction, Inc.**  
**United States Steel Corporation**  
**Southwestern Illinois Building Trades Council**  
99,242 Work Hours  
Granite City Works  
Granite City, IL

## FEATURE

GROUP 32	GROUP 34	GROUP 36
<b>BP PRODUCTS NORTH AMERICA, INC. (4 RECOGNIZED PROJECTS = 421,471 INJURY FREE WORK HOURS)</b>	<b>DUKE ENERGY CORPORATION (4 RECOGNIZED PROJECTS = 478,587 INJURY FREE WORK HOURS)</b>	<b>NRG ENERGY, INC. (7 RECOGNIZED PROJECTS = 660,239 INJURY FREE WORK HOURS)</b>
<b>GEM Inc.</b> <b>BP Products North America, Inc.</b> <b>Northwestern Ohio Building Trades Council</b> 70,652 Work Hours Toledo Refinery Oregon, OH	<b>Gribbins Insulation Company</b> <b>Duke Energy Corporation</b> <b>Insulators Local Union No. 18</b> 57,350 Work Hours Cayuga Generating Station Cayuga, IN	<b>Burnham Industrial Contractors</b> <b>NRG Energy, Inc.</b> <b>Lawrence County Building Trades Council</b> 51,053 Work Hours New Castle Power Station New Castle, PA
<b>AMS Mechanical Systems, Inc.</b> <b>BP Products North America, Inc.</b> <b>Northwestern Indiana Building Trades Council</b> 80,124 Work Hours Whiting Refinery Whiting, IN	<b>Solid Platforms, Inc.</b> <b>Duke Energy Corporation</b> <b>Indiana/Kentucky/Ohio Regional Council of Carpenters - Central Office</b> 95,268 Work Hours Cayuga Generating Station Cayuga, IN	<b>Somerset Steel Erection Company, Inc.</b> <b>NRG Energy, Inc.</b> <b>Pittsburgh Building Trades Council</b> 58,854 Work Hours Keystone Generating Station Shelby, PA
<b>Cannon Sline Industrial, Inc.</b> <b>BP Products North America, Inc.</b> <b>Painters Local Union No. 460</b> 112,782 Work Hours Whiting Refinery Whiting, IN	<b>Solid Platforms, Inc.</b> <b>Duke Energy Corporation</b> <b>Indiana/Kentucky/Ohio Regional Council of Carpenters - Central Office</b> 141,747 Work Hours Gibson Station Owensville, IN	<b>NAES Power Contractors</b> <b>NRG Energy, Inc.</b> <b>Pittsburgh Building Trades Council</b> 62,949 Work Hours Keystone Generating Station Shelby, PA
<b>Graycor Industrial Constructors Inc.</b> <b>BP Products North America, Inc.</b> <b>Northwestern Indiana Building Trades Council</b> 157,913 Work Hours Whiting Refinery Whiting, IN	<b>Enerfab Power &amp; Industrial, Inc.</b> <b>Duke Energy Corporation</b> <b>Southwestern Indiana Building Trades Council</b> 184,222 Work Hours Gibson Station Owensville, IN	<b>Somerset Steel Erection Company, Inc.</b> <b>NRG Energy, Inc.</b> <b>Johnstown Building Trades Council</b> 67,984 Work Hours Conemaugh Station New Florence, PA
GROUP 33	GROUP 35	GROUP 37
<b>AMERICAN ELECTRIC POWER (5 RECOGNIZED PROJECTS = 477,360 INJURY FREE WORK HOURS)</b>	<b>ARCELORMITTAL (6 RECOGNIZED PROJECTS = 514,453 INJURY FREE WORK HOURS)</b>	<b>GENERAL MOTORS COMPANY LLC (9 RECOGNIZED PROJECTS = 776,207 INJURY FREE WORK HOURS)</b>
<b>Thermal Solutions, Inc.</b> <b>American Electric Power</b> <b>Tri-State Building Trades Council</b> 58,463 Work Hours Big Sandy Plant Louisa, KY	<b>Solid Platforms, Inc.</b> <b>ArcelorMittal</b> <b>Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office</b> 68,006 Work Hours Burns Harbor Plant Burns Harbor, IN	<b>S&amp;D Mechanical Services, Inc.</b> <b>General Motors Company LLC</b> <b>United Association Local Union No. 370</b> 50,343 Work Hours Flint Truck Assembly Flint, MI
<b>Day &amp; Zimmermann NPS, Inc.</b> <b>American Electric Power</b> <b>Southwestern Virginia Building Trades Council</b> 71,445 Work Hours Clinch River Power Plant Cleveland, VA	<b>Graycor Industrial Constructors Inc.</b> <b>ArcelorMittal</b> <b>Western Reserve Building Trades Council</b> 71,984 Work Hours Warren Plant Warren, OH	<b>Aristeo Construction</b> <b>General Motors Company LLC</b> <b>South Central Indiana Building Trades Council</b> 55,566 Work Hours Bedford Foundry GMPT Bedford, IN
<b>Day &amp; Zimmermann NPS, Inc.</b> <b>American Electric Power</b> <b>Upper Ohio Valley Building Trades Council</b> 106,373 Work Hours Cardinal Plant Brilliant, OH	<b>Stevens Engineers &amp; Constructors, Inc.</b> <b>ArcelorMittal</b> <b>Northwestern Indiana Building Trades Council</b> 76,480 Work Hours Indiana Harbor (East Chicago) Plant East Chicago, IN	<b>Aristeo Installation, LLC</b> <b>General Motors Company LLC</b> <b>Michigan Building Trades Council</b> 58,383 Work Hours Flint Truck Assembly Flint, MI
<b>StructSure Scaffold &amp; Insulation, LLC</b> <b>American Electric Power</b> <b>Tri-State Building Trades Council</b> 110,911 Work Hours Big Sandy Plant Louisa, KY	<b>Solid Platforms, Inc.</b> <b>ArcelorMittal</b> <b>Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office</b> 80,322 Work Hours Indiana Harbor (East Chicago) Plant East Chicago, IN	
<b>Enerfab Power &amp; Industrial, Inc.</b> <b>American Electric Power</b> <b>Tri-State Building Trades Council</b> 130,168 Work Hours Big Sandy Plant Louisa, KY	<b>Tranco Industrial Services, Inc.</b> <b>ArcelorMittal</b> <b>Laborers Local Union No. 41</b> 84,744 Work Hours Indiana Harbor (East Chicago) Plant East Chicago, IN	
	<b>Morrison Construction Company</b> <b>ArcelorMittal</b> <b>Northwestern Indiana Building Trades Council</b> 132,917 Work Hours Burns Harbor Plant Burns Harbor, IN	

**GROUP 37 CONTINUED**

**Atlas Industrial Contractors, LLC**  
**General Motors Company LLC**  
**Nashville Building Trades Council**  
*80,393 Work Hours*  
*Spring Hill Manufacturing Facility*  
*Spring Hill, TN*

**Midwest Steel, Inc.**  
**General Motors Company LLC**  
**Iron Workers Local Union No. 147**  
*82,870 Work Hours*  
*Fort Wayne Assembly*  
*Roanoke, IN*

**Midwest Steel, Inc.**  
**General Motors Company LLC**  
**Iron Workers Local Union No. 25**  
*100,943 Work Hours*  
*Flint Truck Assembly*  
*Flint, MI*

**Universal Piping Industries**  
**General Motors Company LLC**  
**United Association Local Union No. 370**  
*101,242 Work Hours*  
*Flint Truck Assembly*  
*Flint, MI*

**Aristeo Installation, LLC**  
**General Motors Company LLC**  
**Western Reserve Building Trades Council**  
*103,624 Work Hours*  
*Lordstown Assembly Complex*  
*Lordstown, OH*

**Gallagher-Kaiser Corporation**  
**General Motors Company LLC**  
**Sheet Metal Workers Local Union No. 7**  
*142,843 Work Hours*  
*Flint Truck Assembly*  
*Flint, MI*

**GROUP 38**

**FIRSTENERGY CORP.**  
**(10 RECOGNIZED PROJECTS = 1,069,778 INJURY FREE WORK HOURS)**

**Avalotis Corporation**  
**FirstEnergy Corp.**  
**Parkersburg-Marietta Building Trades Council**  
*53,724 Work Hours*  
*Pleasants Power Station*  
*Willow Island, WV*

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
*59,812 Work Hours*  
*Harrison Power Station*  
*Haywood, WV*

**Burnham Industrial Contractors**  
**FirstEnergy Corp.**  
**Upper Ohio Valley Building Trades Council**  
*61,242 Work Hours*  
*W. H. Sammis Plant*  
*Stratton, OH*

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
*82,281 Work Hours*  
*Fort Martin Power Station*  
*Maidsville, WV*

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
*105,652 Work Hours*  
*Harrison Power Station*  
*Haywood, WV*

**Enerfab Power & Industrial, Inc.**  
**FirstEnergy Corp.**  
**Beaver County Building Trades Council**  
*109,426 Work Hours*  
*Bruce Mansfield Plant*  
*Shippingport, PA*

**Chemsteel Construction Company**  
**FirstEnergy Corp.**  
**Beaver County Building Trades Council**  
*135,047 Work Hours*  
*Bruce Mansfield Plant*  
*Shippingport, PA*

**Chemsteel Construction Company**  
**FirstEnergy Corp.**  
**Upper Ohio Valley Building Trades Council**  
*143,232 Work Hours*  
*W.H. Sammis Plant*  
*Stratton, OH*

**Burnham Industrial Contractors**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
*146,762 Work Hours*  
*Fort Martin Power Station*  
*Maidsville, WV*

**McCarl's Inc.**  
**FirstEnergy Corp.**  
**Beaver County Building Trades Council**  
*172,600 Work Hours*  
*Bruce Mansfield Plant*  
*Shippingport, PA*

**ZISA Project Recognition Program Award**

**GROUP 39**

**Burns & McDonnell Engineering Co., Inc.**  
**The Empire District Electric Company**  
**Southeast Kansas Building Trades Council**  
*616,278 Work Hours*  
*Empire Riverton Unit 12 Combined Cycle Conversion*  
*Riverton Power Plant*  
*Riverton, KS*

**CONTRACTORS:**

**A.C. Dellovade, Inc.**  
**API Construction Co.**  
**AZCO Inc.**  
**Coatings Unlimited, Inc.**  
**Dalton-Killinger Construction Co.**  
**Electrical Corporation of America**  
**Foley Company**  
**J. Vangel Electric**  
**Kissick Construction Company, Inc.**  
**Layne Electric Co.**  
**MCT Services, LLC**  
**National Conductor Constructors**  
**Newtron, Inc.**  
**Richland Mechanical Contractors, Inc.**  
**Sachs Electric Company**  
**Shambaugh & Son**  
**Springfield Engineering Company**  
**Sterett Construction Co., Inc.**  
**Three Feathers Construction & Sales LLC**  
**Tweet/Garot Mechanical, Inc.**

**LOCAL UNIONS:**

**Boilermakers Local Union No. 83**  
**Carpenters Local Union No. 311**  
**Carpenters Local Union No. 1529**  
**IBEW Local Union No. 95**  
**Insulators Local Union No. 63**  
**Iron Workers Local Union No. 584**  
**Iron Workers Local Union No. 847**  
**Laborers Local Union No. 1290**  
**Operating Engineers Local Union No. 101**  
**Operative Plasterers and Cement Masons Local Union No. 518**

**Painters Local Union No. 460**  
**Sheet Metal Workers Local Union No. 2**  
**United Association Local Union No. 441**  
**United Association Local Union No. 669**

**Zero Injury Plaque – Bronze Star**

**GROUP 40**

**Kiewit Power Constructors Co. (NCA)**  
**Kansas City Power & Light Company**  
**Greater Kansas City Building Trades Council**  
*200,267 Work Hours*  
*La Cygne Generating Station*  
*La Cygne, KS*

**GROUP 41**

**Chapman Corporation**  
**MarkWest Energy Partners, L.P.**  
**Upper Ohio Valley Building Trades Council**  
*218,607 Work Hours*  
*Majorsville Station*  
*Majorsville, WV*

**GROUP 42**

**McGraw/Kokosing, Inc.**  
**AK Steel**  
**Butler County Building Trades Council**  
*220,143 Work Hours*  
*Middletown Works*  
*Middletown, OH*

**GROUP 43**

**StructSure Scaffold & Insulation, LLC**  
**American Electric Power**  
**Tri-State Building Trades Council**  
*223,430 Work Hours*  
*John Amos Power Plant*  
*Saint Albans, WV*

**GROUP 44**

**Broadway Electric Service Corporation**  
**Bridgestone Americas, Inc.**  
**IBEW Local Union No. 429**  
*232,737 Work Hours*  
*Warren County Plant*  
*Morrison, TN*

**GROUP 45**

**Piping & Equipment Company**  
**CHS Inc.**  
**United Association Local Union No. 441**  
*241,418 Work Hours*  
*McPherson Plant*  
*McPherson, KS*

**GROUP 46**

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Tri-State Building Trades Council**  
*242,152 Work Hours*  
*Gavin Power Plant*  
*Cheshire, OH*

**GROUP 47**

**McCarl's Inc.**  
**Talen Energy**  
**Lehigh Valley Building Trades Council**  
*250,948 Work Hours*  
*Martins Creek Station*  
*Bangor, PA*

## FEATURE

### GROUP 48

**Solid Platforms, Inc.**  
**BP Products North America, Inc.**  
**Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office**  
264,559 Work Hours  
Whiting Refinery  
Whiting, IN

### GROUP 49

**Norris Brothers Company, Inc.**  
**Alcoa Inc.**  
**Cleveland Building Trades Council**  
269,697 Work Hours  
Cleveland Works  
Cleveland, OH

### GROUP 50

**Kiewit Power Constructors Co. (NCA)**  
**Xcel Energy**  
**Colorado Building Trades Council**  
270,798 Work Hours  
Cherokee Generating Station  
Denver, CO

### GROUP 51

**Pyro Industrial Services, Inc.**  
**SunCoke Energy, Inc.**  
**Laborers Local Union No. 41**  
271,230 Work Hours  
Cokenergy, LLC Plant  
East Chicago, IN

### GROUP 52

**Thermal Solutions, Inc.**  
**United States Steel Corporation**  
**Pittsburgh Building Trades Council**  
274,116 Work Hours  
Clairton Works  
Clairton, PA

### GROUP 53

**Enerfab Power & Industrial, Inc.**  
**Northern Indiana Public Service Co. (NIPSCO)**  
**IBEW Local Union No. 531**  
282,280 Work Hours  
Michigan City Generating Station  
Michigan City, IN

### GROUP 54

**Minnote Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
283,197 Work Hours  
Harrison Power Station  
Haywood, WV

### GROUP 55

**Chapman Corporation**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
287,302 Work Hours  
Harrison Power Station  
Haywood, WV

### GROUP 56

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Parkersburg-Marietta Building Trades Council**  
303,574 Work Hours  
Muskingum River Plant  
Beverly, OH

### GROUP 57

**Graycor Industrial Constructors Inc.**  
**AK Steel**  
**Butler County Building Trades Council**  
326,229 Work Hours  
Middletown Works  
Middletown, OH

### GROUP 58

**Enerfab Power & Industrial, Inc.**  
**Ohio Valley Electric Corporation**  
**Tri-State Building Trades Council**  
373,824 Work Hours  
Kyger Creek Power Plant  
Cheshire, OH

### GROUP 59

**Nooter Construction Company**  
**Sunoco Logistics Partners L.P.**  
**Philadelphia Building Trades Council**  
376,493 Work Hours  
Marcus Hook Refinery  
Marcus Hook, PA

### GROUP 60

**National Steel Erection, Inc.**  
**Dominion Power**  
**Hampton Roads Building Trades Council**  
416,563 Work Hours  
Brunswick County Power Station  
Freeman, VA

### GROUP 61

**Kiewit Power Constructors Co. (NCA)**  
**Indianapolis Power & Light Company**  
**Southwestern Indiana Building Trades Council**  
450,736 Work Hours  
Petersburg Generating Station  
Petersburg, IN

### GROUP 65

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Upper Ohio Valley Building Trades Council**  
958,847 Work Hours  
Mitchell Power Plant  
Moundsville, WV

### GROUP 66

**The State Group Industrial (USA) Limited**  
**Alcoa Inc.**  
**Southwestern Indiana Building Trades Council**  
981,146 Work Hours  
Warrick Generating Station  
Newburgh, IN

## Zero Injury Plaque – Gold Star

### GROUP 67

**RMF Nooter, Inc.**  
**BP Products North America, Inc.**  
**Northwestern Ohio Building Trades Council**  
1,093,347 Work Hours  
Toledo Refinery  
Oregon, OH

### GROUP 68

**BMWC Constructors, Inc.**  
**ExxonMobil**  
**Will and Grundy Counties Building Trades Council**  
1,289,230 Work Hours  
Joliet Refinery  
Joliet, IL

## Zero Injury Plaque – Silver Star

### GROUP 62

**BMWC Constructors, Inc.**  
**Northern Indiana Public Service Co. (NIPSCO)**  
**Northwestern Indiana Building Trades Council**  
605,794 Work Hours  
Bailey Generating Station  
Chesterton, IN

### GROUP 63

**Chapman Corporation**  
**Blue Racer Midstream, LLC**  
**Upper Ohio Valley Building Trades Council**  
609,128 Work Hours  
Natrium Plant  
Natrium, WV

### GROUP 64

**GVH Environmental, Inc.**  
**American Electric Power**  
**Upper Ohio Valley Building Trades Council**  
756,525 Work Hours  
Cardinal Plant  
Brilliant, OH



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# Situational Awareness

by JOE LASKY, JR., CSP, CHMM

**D**URING A RECENT visit to a jobsite refinery in Philadelphia, I had the opportunity to be part of a toolbox talk given by one of my onsite safety managers. The topic was situational awareness. Safety professionals define this simply as being aware of what is happening around you in terms of where you are, where you are supposed to be, and whether anyone or anything around you is a threat to your health and safety.

Why is situational awareness important to us? Everyone needs to be aware of their surroundings and the potential hazards they face on and off the job. Onsite, employees need to not only consider their own safety, but they must consider the safety of their coworkers, as well. It is important to recognize that maintaining high levels of safety is cyclical. Constantly monitoring worksites and assessing potential risks increases an individual's situational awareness, which then spreads to an entire team subscribing to the same shared mental model. The more team members share this common understanding, the more they will individually monitor the onsite safety, and it will become more top-of-mind in their daily activities.

Decreased situational awareness is often the root cause of many construction accidents. Even the most experienced people can lack situational awareness – especially when doing tasks that have become routine. Our awareness can be further reduced in times of increased workload or impending deadlines. In these situations, it is essential to maintain a high level of focus and awareness to stop accidents and near misses.

An example of being aware of surroundings and the situation occurred recently at one of our jobsites. A refinery unit operator was notified by a Scheck crew that a nitrogen purge was discovered on the vessel they were working on. Scheck had been issued a permit to remove the top manway and half bolt the side manway. Scheck employees heard a hissing noise at the top of the vessel, and stopped work immediately. Operations confirmed this was a nitrogen purge on the vessel and work was stopped for the day until the equipment could be properly prepared. This positive action of situational awareness prevented potential exposure to nitrogen gas which is a simple asphyxiant that could cause serious injury or death. Being aware of one's surroundings can be a matter of life or death.

Another example that comes to mind happened several years ago with a jet aircraft at an airport in Lexington, Kentucky. The aircraft was assigned the airport's runway number "22" for the takeoff, but used runway "26" instead. Runway 26 was too short for a safe takeoff, causing the aircraft to overrun the end of the runway before it could become airborne. It crashed just past the end of

the runway, killing 47 passengers and two of the three crew members. The National Transportation Safety Board concluded that the probable cause of this accident was the flight crew members' failure to use available cues and aids to identify the airplane's location on the airport surface during taxi and their failure to cross-check and verify that the airplane was on the correct runway before take-off – which, ultimately, resulted in a loss of positional/situational awareness and unnecessary and tragic consequences.

What tools do we have at our disposal to help our situational awareness on the job? There are a myriad of acronyms. Some of the most common ones we incorporate at Scheck Industries are Safety Task Assignment (STA), Job Hazard Analysis (JHA), Job Safety Analysis (JSA), Daily Safe Work Plan (DSWP), work permits, etc. These tools encourage employee participation in order to be familiar with the scope of work, the steps involved in performing the work, and how we mitigate such hazards. These tools and documents should be an integral part of a company's "Hazard Recognition Process."

One manner in which employers can improve situational awareness is to learn from real-life situations or those "near-miss" events to train employees. As the National Safety Council warns in its white paper on the topic, "Near miss incidents often precede loss producing events but may be overlooked as there was no harm (no injury, damage or loss). History has shown repeatedly that most loss producing events (incidents), both serious and catastrophic, were preceded by warnings or near miss incidents. Recognizing and reporting near miss incidents can significantly improve worker safety and enhance an organization's safety culture." I could not agree more and suggest that all companies implement such a process.

While regularly conducted job-site audits and assessments, in conjunction with these hazard recognition tools, ensure that our work is done safely, simple observation (i.e., situational awareness) is a tool each and every one of us can use to prevent incidents or accidents from occurring. Trust your instincts and your own observations, because, as they say, an ounce of prevention is worth a pound of cure.

Stay Safe Out There! 



*Joe Lasky is Chair of the TAUC Environmental Health and Safety Committee and Director of Corporate Safety, Health and Environment for Scheck Industries.*

# Are We Undervaluing Our Repeat Customers?

by JACOB SNYDER

**I**N THE CONSTRUCTION business, it's easy to become focused on the next big opportunity. Both contractors and labor invest tremendous time, effort, and resources to attract new customers. Why? Data varies by region and industry sector, but broadly speaking, about 15% of the total construction market share is controlled by union contractors and their labor partners. Faced with such a small piece of the pie, it's easy to understand why we look out at the other 85% and dream of expanding our market.

At the same time, however, this strategy poses a risk. We can become so consumed with gaining new business that we forget a simple fact: our existing and return customers are our most valuable assets.

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***We can become so consumed with gaining new business that we forget a simple fact: our existing and return customers are our most valuable assets.***

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Khalid Saleh, CEO of Invesp and well-known author on marketing and selling, shared the following information on his website: more than twice as many companies spend more time and resources on acquisition of new customers than they do on retention of existing customers, even though it costs on average five times more money to acquire a new customer than to keep an existing customer. Further, on average, the probability of a sale to an existing customer is 60-70%. With a new customer, it drops to just 5-20%.

I see it happen across the country with unions and contractors alike. We are quick to think outside the box and come up with a new agreement, set a modified wage, or schedule meetings across the country with prospective clients...but we fail to put in the same level of effort with the customers that are loyal to our industry brand.

It's easy to take our existing customers for granted and believe they will always be there. As a result, we go to them with extra change orders, a petty jurisdictional issue, or a request we know is not justified, like

granting a second chance to someone who failed a drug test. Meanwhile, we are giving a better deal (or better treatment) to a new customer that has not provided the same level of opportunity for work as our current customers.

As we think about how we take care of our loyal customers, here are some things to consider:

1. Are we making it easy for our current customers to do business with us?
2. What factors exist in the market that might lead our customers to look elsewhere? What can we do to overcome or mitigate those factors?
3. Are we listening to our customers or making assumptions about what they want?
4. Are we sending people to interact with the customer that best represent how we want them to see us? (This applies to union representatives, craftspeople, and contractor personnel)
5. Are you treating each project like an audition for future work, or are you taking for granted that the next job will automatically come your way? Do you think that the people that work in your organization or your rank-and-file are thinking the same way?

As we evaluate our market and look for expansion opportunities, let's make sure we don't neglect our existing customers. Make sure that their needs are being met and that we are listening to what they have to say. Retaining them not only ensures that our market share doesn't shrink any further; it also gives us a chance to demonstrate what we can bring to the table and establish a reputation for future customers to see.

What can you do today to ensure your company or organization is treating existing customers with the respect and attention they deserve? 



Jacob Snyder is the TAUC Industrial Relations Committee Chairman and Director of Safety and Labor Relations for Enerfab Power & Industrial, Inc.

# Regardless of Who Won...

by STEVE JOHNSON

**I** AM WRITING THIS article a week before the U.S. Presidential Election, knowing it will be read after a winner has been chosen. This puts me in the precarious position of either looking like I have a crystal ball or the polar opposite. So I will keep my remarks to what I know won't change in the next month – or even next year.

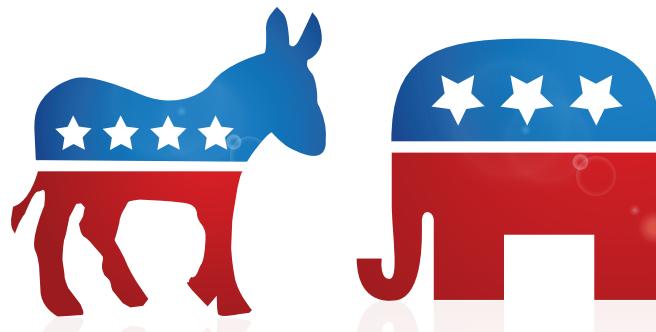
We have our work cut out for us as it relates to Government Affairs, both at the state and federal levels. Our contractor members are dealing with right-to-work legislation and anti-prevailing wage laws at the state level, environmental regulations at the state and federal level that are impacting the operations of TAUC owner-clients and work opportunities for TAUC members. At the federal level we continue to battle for multiemployer pension reform, specifically the ability for trustees to voluntarily implement composite plans if they feel it's a viable option.

The Government Affairs Committee is also working to leverage TAUC's relationships to expand work opportunities for our contractor members by creating partnerships with owner-client representatives. The committee has been meeting with these owner-client representatives to discuss ways in which we might be able to assist their lobbying efforts. TAUC has also joined industry coalitions to work on items of mutual interest when appropriate. The steel and petrochemical industries have both spent time with our Committee, and we will be meeting with representatives from the utility and automotive sectors in the near future.

We are also coordinating an effort to make sure that the union construction and maintenance industry's voice is heard by lawmakers as they push to finalize their legislative agenda for the 114th Congress. We will be spearheading a targeted lobbying day on December 8 following the State of the Union Construction Industry Forum. Dozens of TAUC members will be visiting their respective members of Congress to talk to them about the importance of composite plans.

TAUC is also working with the Construction Employers of America ([www.constructionemployersofamerica.com](http://www.constructionemployersofamerica.com)) and the Quality Construction Alliance ([www.qualityconstructionalliance.org](http://www.qualityconstructionalliance.org)) on a variety of initiatives to advocate for pro-union construction legislation and regulations on Capitol Hill.

Unfortunately, we currently only have eleven individuals on this Committee, and we need a true groundswell of support from TAUC members to actively participate in telling their respective members of Congress why we need



Legislative and Regulatory assistance. This is the only way to help propel the economic engine that is the union construction and maintenance industry.

To that end, the Committee has developed a list of priority issues to guide our government relations activities. I have already touched on what we believe is our biggest priority, multiemployer pension reform, so let me address our other top items:



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**Energy Policy/Environmental Regulations:** The EPA's Clean Power Plan, mercury regulations and revisions to the Ozone Standard all have the potential to cause significant negative impacts on our industry. The House has passed a bill which says no one has to comply with these rules until all legal challenges have been exhausted; this would essentially push the impacts of these regulations into the distant future. A companion bill in the Senate is being sponsored by Sen. Capito (R-WV). Similar efforts will be made during the budget process to prevent these regulations from being implemented. There are also Energy Packages negotiated that could provide some consistency as it relates to our nation's energy policy (streamlining permitting processes, etc.) and expand energy efficiency efforts.

**Affordable Care Act (ACA) Excise Tax (a.k.a. "Cadillac Tax"):** This implementation has been pushed back to January 2020, but we continue to look for opportunities to eliminate it.

**Employee Misclassification:** There seems to be a consensus that comprehensive tax reform could gain momentum next year. This legislation could provide a legislative vehicle to address the misclassification of employees as independent contractors. This is seen as a competitiveness issue with union contractors' non-union competition, allowing them to benefit from less costs related to workers compensation, tax obligations, etc.

**Davis-Bacon, Prevailing Wage, Project Labor Agreements, and Right-to-Work:** We will continue to work to support efforts to protect important policies that provide the union construction industry with a level competitive playing field. We have been involved in defending

Davis-Bacon in an Appropriations Bill. We were successful with our allies on defeating that amendment. We also defeated a proposal to disallow the use of PLAs on Defense Facilities. Right-to-work is another issue we're tracking, and have been working with our partners in labor when this issue arises.

**Training/Apprenticeship Federal Funding:** We have been engaged in preventing the federal government from providing funding to the non-union sector for their own training initiatives, since union apprenticeship is already being funded by union contractors and industry funds.

These are the primary areas of focus for our Government Affairs related activities, but if there are others you think we should be focused on, please contact TAUC's Senior Director of Government Affairs and Membership Services Todd Mustard at (703) 524-3336 x 112 or send him an email at [tmustard@tauc.org](mailto:tmustard@tauc.org), and he will bring it to our attention.

Regardless of who wins the Presidential election, we will have a new President and a new administration in 2017. This will present a new set of participants and a new set of policy priorities. TAUC and its Government Affairs Committee will continue to push forward with the union construction and maintenance industry's agenda to ensure that TAUC contractors and our client-owner representatives can remain competitive.

*Steve Johnson is the TAUC Government Affairs Committee Chair and President of GEM Industrial Inc.*



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# Are Your HR Practices Creating Criminal Antitrust Liability?

by STEVE FELLMAN, TAUC GENERAL COUNSEL

**I**N OCTOBER, THE Antitrust Division of the Department of Justice (DOJ) and the Federal Trade Commission (FTC) issued a guidance document entitled *Antitrust Guidance for Human Resource Professionals*. In it, the antitrust agencies examined various types of agreements relating to wages and working conditions among competing employers, as well as information exchanges relating to wage rates and conditions of employment.

Clearly the agencies were not concerned with multi-employer collective bargaining agreements, which are permitted under the antitrust laws. However, the agencies indicated that certain types of HR-related competitor agreements involving employees not subject to collective bargaining could well create criminal antitrust liability. Let's look at some specifics.

## Anti-Poaching Agreements

Assume that several regional contractors are concerned that staff executives skilled in preparing responses to bid requests are in heavy demand. These people often jump from one contractor to another, lured by higher salary offers. At a trade association meeting, several of the contractors involved have an informal meeting and agree to stop making offers to each other's employees. The DOJ and the FTC believe that such agreements restrain trade and may constitute a criminal violation of the antitrust laws. Recently, the DOJ successfully completed a series of cases against California high-tech companies that were alleged to have entered into such agreements. In the Guidance document, the DOJ cited these cases as examples of the enforcement effort that the DOJ would take to stop anti-poaching agreements.

Further, the antitrust agencies explained that there does not have to be a formal written agreement; the courts can infer an agreement from an informal meeting of competitors followed by a uniform pattern of practices.

How does the government prove such a case? Simple: it gets a list of the companies that attended the trade association meeting. Investigators pick out the meeting attendee from the smallest company involved and send an FBI agent to interview him. The FBI agent tells him that the DOJ knows that representatives of six companies went to a meeting and soon after, they all stopped poaching each other's employees. The FBI agent then tells the employee that if he cooperates and tells the government exactly what happened,

he can avoid going to jail. What do you think the meeting attendee will do?

## Stabilizing Agreements

The antitrust agencies also expressed concerns about agreements among competitors, express or implied, to stabilize wage rates or working conditions. Examples of these types of practices have been found in the health care industry. Typically, a group of hospitals will get together and decide that wages for skilled nurses are escalating to a point where the hospitals can no longer afford further increases. The hospitals agree to cap nurses' wages at an agreed-upon level. The hospitals also agree to limit fringe benefits. These agreements are not part of a joint employer collective bargaining effort.

The DOJ and the FTC believe that these practices violate the antitrust laws. Using the same logic, an agreement among non-union contractors to cap wage rates paid to non-union construction workers and limit fringe benefits paid to such workers would constitute an antitrust violation.

## Information Exchanges

The antitrust agencies recognize that certain information exchanges among competitors are pro-competitive and do not violate the antitrust laws. Similarly, collection and publication of information regarding industry wages by third parties such as news media is generally not an antitrust violation. However, where the collection of information involves current wage or prospective wage and/or pricing data, the antitrust risk increases dramatically. Any proposal to exchange such information among competitors should be vetted by counsel prior to implementation of the program.

The DOJ and FTC guidance document should be carefully reviewed by the HR departments of all contractors to ensure that no conduct is engaged in that might present antitrust exposure. A copy can be found on the FTC website at [www.ftc.gov](http://www.ftc.gov).



Steve Fellman is a shareholder with GKG Law in Washington, D.C. He is also general counsel to The Association of Union Constructors.

Joe Lasky is Chair of the TAUC Environmental Health and Safety Committee and Director of Corporate Safety, Health and Environment for Scheck Industries.



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Contact: Todd Mustard

Senior Director of Government Affairs and Member Services

(703) 524-3336 x112

[tmustard@tauc.org](mailto:tmustard@tauc.org)



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