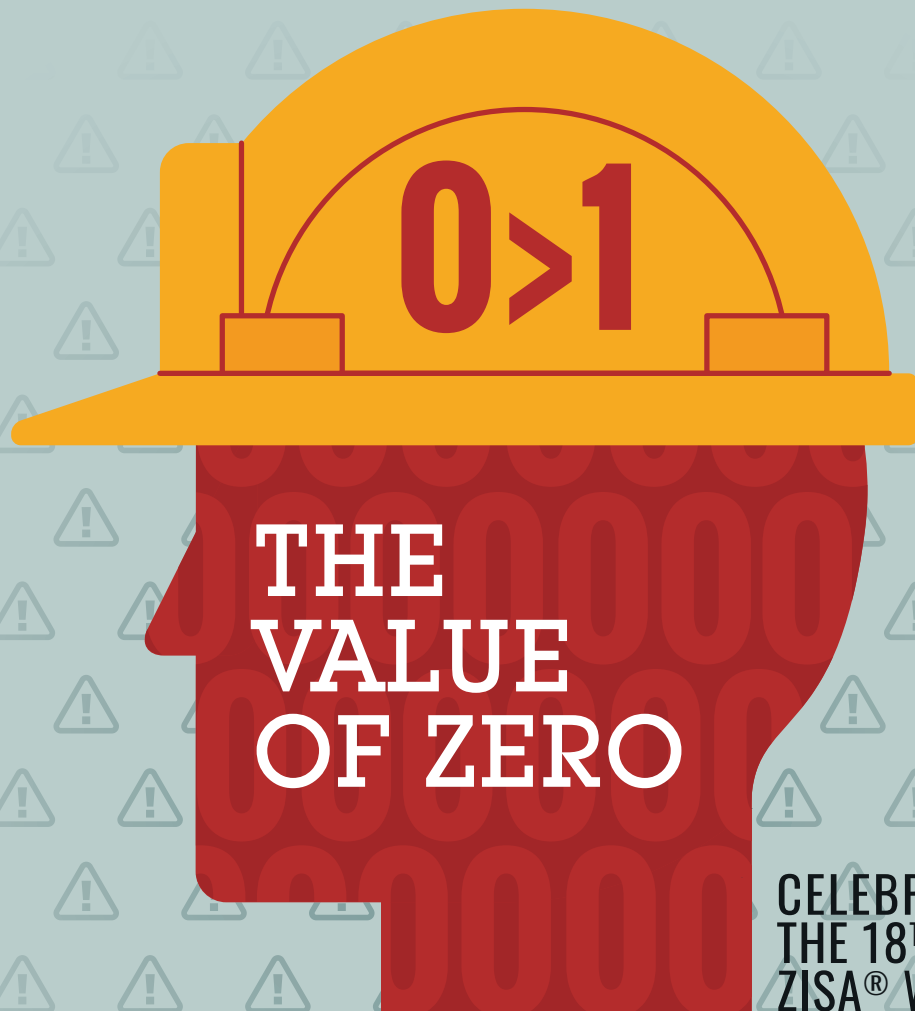


ADVANCING UNION CONSTRUCTION AND MAINTENANCE

THE CONSTRUCTION USER

A Publication of The Association of Union Constructors | www.tauc.org | Winter 2019



CELEBRATING
THE 18TH ANNUAL
ZISA® WINNERS

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The Construction User
is published quarterly by:



The Association of Union Constructors
1501 Lee Highway, Suite 202
Arlington, VA 22209
703.524.3336
703.524.3364 - fax
www.tauc.org

EXECUTIVE EDITOR

David Acord
703.628.5545
dacord@tauc.org

ADVERTISING REPRESENTATIVE

(Contact for rates and details)

Bill Spilman

Innovative Media Solutions
320 W. Chestnut St.
P.O. Box 399
Oneida, IL 61467
(309) 483-6467
bill@innovativemediasolutions.com

ART DIRECTION & DESIGN

Top Shelf Design, LLC
<http://topshelfdesign.net/>

SUBSCRIPTIONS

For information about subscriptions, reprints, or purchasing bulk copies, contact Executive Editor David Acord at 703-628-5545 or dacord@tauc.org.

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COVER:

Illustration by
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The Pledge



by JAKE LOCKLEAR

TAUC PRESIDENT
PRESIDENT AND CEO, APM

TAUC has committed to working with all of its 2,000 member contractor firms to hire 250,000 apprentices over the next five years, beginning in 2019.

ON HALLOWEEN, WHILE my kids were back home in Texas, I found myself in Washington, DC with a group of union craftworkers, walking over to the White House for a meeting with the President of the United States.

Needless to say, this type of thing doesn't happen to me every day. We were invited to participate in a discussion on the Administration's workforce development efforts to ensure more Americans have the skills necessary to succeed – including increased apprenticeship opportunities. As part of the White House's "Pledge to America's Workers" initiative, TAUC committed to working with all of its 2,000 member contractor firms to hire 250,000 apprentices over the next five years, beginning in 2019. My company, APM, joined this commitment (see full story, Page 19). The Pledge is a great opportunity for TAUC and its construction firms to join our labor partners and the President in highlighting the value of apprenticeship and other training programs for job opportunity and economic growth. Our presence at the White House is also another step forward in the growth of TAUC as a significant player in government affairs.

As I sat and listened to President Trump speak, I looked around the room and saw plenty of people like me in suits. But there was also many blue-collar craftworkers dressed in their work clothes: Electricians wearing safety vests, Ironworkers and Millwrights wearing jeans and holding their hardhats in their laps. The white collar and the blue collar were hand-in-hand, united together on one of the biggest stages. It was a unique and humbling experience, and I got a little emotional. I reflected on the wisdom of my Grandpa – J.W., or 'Big Jake' – who would have summarized his public policy as 'I'm for the working man!' To think his grandson (me), three generations removed from a sharecropper in central Texas, would be in the White House to celebrate job creation for the "working man," was surreal.

But I know what you're thinking: that's all fine and good, but how is TAUC going to help its members hire 250,000 apprentices over the next five years? When you think about it, the number is actually quite manageable; it breaks down to each of our 2,000 member contractors hiring 25 additional apprentices each year for the next five years. Here's how we'll go about it:

- **Prioritize apprenticeship hiring** – through establishment of apprenticeship hiring goals and benchmarks for certain projects.
- **Increase outreach efforts to young workers** – through creative outreach efforts via web platforms, as well as increased visibility at high schools and job/career fairs around the country.
- **Increase on-the-job mentoring efforts** – through development of mentoring programs that pair apprentices with veteran workers to help all achieve their highest potential.
- **Keep people first** – through commitment to valuing and respecting our workers, keeping their safety and well-being as our top priority.

I want to close with the story of Nick Brockman, APM's General Manager for Specialty Services. Nick is a third-generation union craftsman who attended the White House event with me. He is one example of many professionals who have grown a successful career through the building trades. He joined the UBC (United Brotherhood of Carpenters) apprenticeship program in 1997 shortly after

graduating from high school and has worked in many exciting roles and projects in the power industry, gaining insight for highly-technical scopes as well as project management. Nick reflected on his construction career in sharing:

“My apprenticeship gave me a chance to be trained by veteran craftworkers with decades of experience. I was able to learn so much so quickly. I knew I didn’t want to sit at a university for four years and go into debt studying topics that didn’t interest me. The apprenticeship program was almost too good to be true – it gave me the opportunity to learn and get real work experience while getting paid a great wage at the same time.”

Nick added, “Being a third-generation union member, I have seen the positive impact that a skilled trade can have on many levels, including one’s personal growth, providing for one’s family, and delivering value to our customers through a highly trained and productive workforce. My union membership and apprenticeship has provided a solid foundation of progressive skill-advancement training as a continual source of personal fulfillment and career progression.”

I am confident we all appreciate the value of apprenticeship programs. Listening to Nick, and others who share his experience, gives a little something extra to the Pledge, and it motivates me to continue with J.W.’s public policy: “I’m for the working man.”



TAUC Awards Season is Here!

TAUC is now accepting applications and nominations for its 2019 slate of awards and honors!

The deadline for all awards is Thursday, February 28, 2019. Go to www.tauc.org/awards2019 and navigate to the award competition you are interested in -- and good luck!

Thomas J. Reynolds Safety Awards: TAUC’s Thomas J. Reynolds Awards recognize member contractors who achieve a Days Away, Restricted or Transferred (DART) Rate of 25% or more below the national industry average in a calendar year.

James J. Willis Craftperson of the Year: The James J. Willis Craftperson of the Year Award was created in 1989, as the Craftsman of the Year Award, to honor outstanding labor-management cooperation and quality craftsmanship in the construction industry.

*****NEW*** Joseph R. La Rocca Union Project of the Year:** The Awards will recognize outstanding work performed under labor-management cooperation and will be judged under the following four criteria: collaboration/teamwork; construction quality and craftsmanship; project execution/scale; and safety. In addition, there will be three award categories, for projects of less than \$5 million; \$5 million to \$50 million; and above \$50 million.



It's All About the Data

by STEVE LINDAUER, TAUC CEO

LAST YEAR, THE Labor-Management Committee of the National Maintenance Agreements Policy Committee, Inc. (NMAPC) instituted a simple but groundbreaking new policy that is intended to usher in a new era of transparency and accuracy for the union construction and maintenance industry.

Since this policy will affect many, if not all, of TAUC's 2,000 member contractors, I wanted to use my first column of the New Year to explain what's changing, and why, and how it will impact our tripartite community.

As most of you know, in addition to my role as CEO of TAUC, I also serve as Impartial Secretary and CEO of the NMAPC. The two organizations grew from the same seed – our predecessor organization, the National Erectors Association. While they are separate business entities, TAUC and NMAPC still overlap in many ways. Most importantly, all contractors who are signatory to the NMA are also automatically granted status as TAUC Regular Members. Thus, any changes to the NMA naturally affect TAUC as well.

The new policy deals with the reporting of NMA work hours. You can view the entire policy decision online at www.nmapc.org – just click on the “IMPORTANT NOTICE” image in the center of the screen or click on the “Report Work Hours” tab. In a nutshell, the NMA is tightening the reporting requirements to ensure that all contractors submit their work hours data in a timely manner. If a contractor fails to report their hours on any approved Site Extension Request (SER) from the previous calendar year by March 1, their ability to request new SERs will be disabled until they submit their data.

In a sense, this policy is nothing new. Since the first NMA was negotiated in the early 1970s, the rules



have always stated that reporting work hours is mandatory and required of all signatory contractors (see Article 26, if you want to look it up). The only difference is that now we're giving that requirement new “teeth” in the form of a hard annual deadline and the potential suspension of a contractor's ability to file a new SER if they miss that deadline.

But why create yet another requirement for our contractors and their support staff? Aren't we just making everyone's lives more difficult? These are fair questions, and I can

understand people being a little skeptical. After all, our industry hasn't always been celebrated for its efficiency. In the past, some paperwork and information requirements were time-consuming and duplicative.

However, in the case of work hours reporting, a change was not only necessary, but long overdue – and vital to the future health of the NMAPC Program and the continued growth of the industry.

The primary reason we made the policy change is to gain a clearer and more accurate picture of how much

A statistical analysis by the NMAPC concluded that as many as half of the actual hours worked under the NMA are never reported at all! That's a staggering number... It's extremely important for the NMAPC and our industry as a whole to have a clear and accurate record of hours worked under the Program.

work is being performed under the NMA. The sad truth is, many contractors simply don't report their work hours in a complete and timely manner. In fact, a statistical analysis by the NMAPC concluded that *as many as half of the actual hours worked under the NMA are never reported at all!* That's a staggering number. An under-reporting rate approaching 50% is simply not in compliance with the requirements stipulated in the NMAs.

It's extremely important for the NMAPC and our industry as a whole to have a clear and accurate record of hours worked under the Program. The reasons are obvious. We measure the success of the NMAPC by the number of hours worked. This data is our lifeblood. Moreover, the metrics tell us where the NMAs are being used geographically and which industry sectors and building trades crafts are utilizing it. More accurate data allows us to closely track fluctuations in use of the NMA (both positive and negative) and pinpoint areas of potential growth. In short: if we know who's using the NMA and where, it allows us to identify trends, keep close track of manpower needs and allocate our resources more carefully and effectively. Opportunities can be identified and capitalized upon, and potential trouble spots can be identified early, allowing us to take quick action to resolve any problems.



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Accurate work hours data will also allow us to more effectively market the NMA to new clients (or increase its use among existing clients). If our analysis is correct, and up to half of all work hours aren't being reported at all, imagine the impact this new reporting requirement will have on our organization! Let me be blunt: big numbers are powerful. Big numbers sell. When potential clients see how many work hours are actually performed under the NMA in specific industry sectors or regions, it gives us credibility and an incredible persuasive advantage.

I've spent more than thirty-six years in this industry, and I've never met anyone – contractor, union rep or owner-client – who complained about having too much data. More data equals more accuracy. A sharp, clear picture of where you stand is always better than a fuzzy snapshot. A contractor would never submit a report to his or her board of directors that contained vague or incomplete information. Ever seen a P&L statement that contained the phrase "somewhere around this amount" or "I think this is about right"? Of course not! At the end of the day, the NMAPC is simply asking its signatory contractors to provide the same level of high-quality, accurate data on work hours that they provide in every other aspect of their businesses, including finances, insurance, RFPs, safety, and so on.

And lastly, speaking of safety: more accurate reporting of work hours will also help us promote our industry's incredible record of zero injuries. Each year, the NMAPC honors tripartite teams' injury-free records on NMA projects with the Zero Injury Safety Awards (ZISA®) program. Encouraging more contractors to submit their work hours means those same contractors are eligible to apply for ZISA® honors – and I don't need to tell you how important a stellar safety record is to potential clients.

I hope I've given you a better idea of why the NMAPC elected to strengthen its reporting requirements. The good news is, submitting your work hours has never been easier. It's all done online with a few simple clicks of the mouse and filling in basic information – no cumbersome paper forms to fill out and mail in. And if you need some help reporting your hours, you can contact our Senior Manager of Information Technology, Ben Cahoon, at (703) 524-3336 x118 or at bcagoon@nmapc.org.

Here's to a successful, productive and *more* accurate 2019! 



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).

A Different Kind of Safety

Psychological Safety: A Foundation for Teamwork

by MARK BRESLIN

ASK PEOPLE YOU work with what they are afraid of. You might hear answers like heights, snakes, public speaking, failure or the dark. The most dishonest ones will tell you they aren't afraid of anything. But the truth is that the deepest fears, and ones that impact us the most, are those we would find it hard to reveal or describe.

This reluctance to be honest with ourselves or others plays a big role in our security and happiness in life – and at work. And the tendency of most leaders to ignore these fears in the workplace has a significant impact. Now some very compelling research backs it up. It turns out that for teams to best work cooperatively, collaboratively and creatively, there is one attribute above all others that contributes to success. This attribute is psychological safety.

With that word, “safety,” we address a set of fears that not only limits teams, but limits individuals in their personal growth and evolution. What are some of these fears that can only be soothed by psychological safety? How about these:

- Fear of being vulnerable
- Fear of being rejected
- Fear of being judged (and listening to the whispers of insecurity many of us hide with great skill)
- Fear of failure, and thus fear of risk -- of taking that hit to our self-image and self-esteem

Leaders need to understand that addressing these legitimate fears and, ultimately, minimizing them can have a truly extraordinary impact on their workers and the jobsite as a whole. By focusing on safety – both physical and psychological -- you build bonds that enable people to stretch, risk, trust and open up. These bonds, in turn, allow people to be authentic and bring their best selves to both others and the workplace. For learning, coaching, mentoring and motivating, this is essential -- and when it comes to physical safety on the jobsite, personal authenticity probably influences peer-to-peer accountability more than anything else.

In many, if not most workplaces, this approach to psychological safety doesn't exist at all because it is not valued as it should be. What takes its place are politics, gossip, negativity and conflict, which are all direct results of people acting out of their own insecurities and fear-based emotions. Many leaders accept this because that is what they are most accustomed to – but those with courage and vision

will put in the work to create safety and mutual commitment, which combine to create one driving force pushing the team forward. That force is contained in the words team members use with one another. They might sound like this:

- I accept you and don't judge you
- We share in success and failures together
- We are not negative or destructive with one another, no matter if we like each other or not
- Everyone owns what they do or say
- Honesty is our default at all times
- I've got your back

For leaders it can be a challenge to prioritize psychological safety. It doesn't seem to pay the bills. People will test the limits. And truthfully, there are a lot of people who don't have the security and internal maturity to act like adults.

Continued on Page 29

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Pioneer Pipe, Inc.
Energizer Battery
Parkersburg-Marietta Building
Trades Council
51,482 Work Hours
*Marietta Plant
Marietta, OH*

GROUP 2

Kiewit Power Constructors Co.
(NACA)
Tyr Energy
Lawrence County Building Trades
Council
51,861 Work Hours
*Hickory Run Energy Station
New Castle, PA*

GROUP 3

Construction & Turnaround
Services, LLC
CVR Energy, Inc.
Oklahoma State Building Trades
Council
52,761 Work Hours
*Wynnewood Refinery
Wynnewood, OK*

GROUP 4

McCarl's Inc.
Talen Energy
Central Pennsylvania Building
Trades Council
54,850 Work Hours
*Brunner Island Station
York Haven, PA*

GROUP 5

MC Industrial
Ameren Corporation
St. Louis Building Trades Council
56,277 Work Hours
*Rush Island Power Plant
Festus, MO*

GROUP 6

GEM Inc.
Perstorp Polyols Inc.
Northwestern Ohio Building
Trades Council
60,000 Work Hours
*Toledo Plant
Toledo, OH*

GROUP 7

Gribbins Insulation Company
Ashland Inc.
Insulators Local Union No. 37
61,602 Work Hours
*Calvert City Plant
Calvert City, KY*

GROUP 8

Brock Industrial Services
Stepan Company
Carpenters Local Union No. 174
61,821 Work Hours
*Millsdale Plant
Elwood, IL*

GROUP 9

Commercial Contracting
Corporation
Fiat Chrysler Automobiles
Michigan Building Trades Council
61,866 Work Hours
*Sterling Heights Assembly
Sterling Heights, MI*

GROUP 10

Construction & Turnaround
Services, LLC **(NACA)**
McDermott International
United Association Local Union
No. 520
62,365 Work Hours
*Delta Plant
Delta, PA*

GROUP 11

Pioneer Pipe, Inc.
Solvay Specialty Polymers
Parkersburg-Marietta Building
Trades Council
65,721 Work Hours
*Marietta Plant
Marietta, OH*

GROUP 12

BMWC Constructors, Inc.
LyondellBasell
Will and Grundy Counties Building
Trades Council
71,718 Work Hours
*Equistar Chemical Plant
Morris, IL*

GROUP 13

BMWC Constructors, Inc.
Procter & Gamble Fabric and
Home Care
Lima Building Trades Council
83,356 Work Hours
*Lima Plant
Lima, OH*

GROUP 14

Burnham Industrial Contractors
NRG Energy, Inc.
Lawrence County Building Trades
Council
83,884 Work Hours
*New Castle Power Station
New Castle, PA*

GROUP 15

AZCO Inc.
PBF Energy
Los Angeles/Orange Counties
Building Trades Council
84,895 Work Hours
*Torrance Refinery
Torrance, CA*

GROUP 16

Graycor Industrial Constructors
Andeavor Corporation
Los Angeles/Orange Counties
Building Trades Council
85,549 Work Hours
*Los Angeles Refinery
Carson, CA*

GROUP 17

GEM Inc.
Nutrien
Lima Building Trades Council
87,177 Work Hours
*Lima Nitrogen Plant
Lima, OH*

GROUP 18

Duke Energy Corporation

Total Work Hours: 131,977

Industrial Contractors Skanska
Duke Energy Corporation
Central Wabash Valley Building
Trades Council
74,196 Work Hours
*Edwardsport Generating Station
Edwardsport, IN*

Gribbins Insulation Company
Duke Energy Corporation
Insulators Local Union No. 18
57,781 Work Hours
*Cayuga Generating Station
Cayuga, IN*

GROUP 19

Chapman Corporation
The Williams Companies, Inc.
Upper Ohio Valley Building Trades
Council
145,738 Work Hours
*Moundsville Plant
Moundsville, WV*

GROUP 20

Fluor Constructors International,
Inc.
Cargill, Inc.
Northwestern Indiana Building
Trades Council
147,068 Work Hours
*Hammond Plant
Hammond, IN*

GROUP 21

Enerfab Power & Industrial, Inc.
Primary Energy Recycling
Corporation
Boilermakers Local Union No. 374
148,602 Work Hours
*Cokenergy, LLC Plant
East Chicago, IN*

GROUP 22

Chapman Corporation
Covestro LLC
Upper Ohio Valley Building Trades
Council
149,629 Work Hours
*New Martinsville Plant
New Martinsville, WV*

GROUP 23

Lytle Electric Co., Inc.
Marathon Petroleum Corporation
IBEW Local Union No. 725
150,000 Work Hours
*Robinson Refinery
Robinson, IL*

GROUP 24

Public Service Enterprise Group (PSEG)

Total Work Hours: 156,335

Matrix North American
Construction, Inc.
Public Service Enterprise Group
(PSEG)
Middlesex County Building Trades
Council
82,252 Work Hours
*Sewaren Generating Station
Woodbridge, NJ*

Matrix North American
Construction, Inc.
Public Service Enterprise Group
(PSEG)
Middlesex County Building Trades
Council
74,083 Work Hours
*Sewaren Generating Station
Woodbridge, NJ*

GROUP 25

Enerfab Power & Industrial, Inc.
Lightstone Generation LLC
Tri-State Building Trades Council
156,377 Work Hours
*Gavin Power Plant
Cheshire, OH*

GROUP 26

Smart Energy Insulation - Toledo
Mechanical
Husky Energy, Inc.
Lima Building Trades Council
158,276 Work Hours
*Lima Refinery
Lima, OH*

GROUP 27

Chellino Crane
ExxonMobil
Operating Engineers Local Union
No. 150
164,425 Work Hours
*Joliet Refinery
Joliet, IL*

GROUP 28

Construction & Turnaround
Services, LLC (**NACA**)
Public Service Enterprise Group
(PSEG)
Baltimore - D.C. Building Trades
Council
165,262 Work Hours
*Keys Energy Center
Baltimore, MD*

GROUP 29

Burnham Industrial Contractors
EME Homer City Generation L.P.
Johnstown Building Trades Council
166,861 Work Hours
*Homer City Generating Station
Homer City, PA*

GROUP 30

AZCO Inc.
Denton Municipal Electric
Dallas Building Trades Council
171,290 Work Hours
*Denton Energy Center
Denton, TX*

GROUP 31

Ford Motor Company

Total Work Hours: 172,124

GEM Inc.
Ford Motor Company
Cleveland Building Trades Council
60,694 Work Hours
*Walton Hills Stamping Plant
Walton Hills, OH*

Conti Mechanical
Ford Motor Company
Michigan Building Trades Council
58,350 Work Hours
*Ford World Headquarters
Dearborn, MI*

Aristeo Construction
Ford Motor Company
Michigan Building Trades Council
53,080 Work Hours
*Woodhaven Stamping Plant
Woodhaven, MI*

GROUP 32

Southern Illinois Power Cooperative

Total Work Hours: 181,053

Triangle Enterprises, Inc.
Southern Illinois Power Cooperative
Insulators Local Union No. 37
123,413 Work Hours
*Marion Generating Station
Marion, IL*

Scheck Mechanical
Southern Illinois Power Cooperative
Boilermakers Local Union No. 363
57,640 Work Hours
*Marion Generating Station
Marion, IL*

GROUP 33

Bilfinger Industrial Services Inc.
Procter & Gamble Hair Care LLC
Cedar Rapids Building Trades Council
190,696 Work Hours
*Iowa City Beauty Care Plant
Iowa City, IA*

GROUP 34

Fluor Constructors International
SunCoke Energy, Inc.
Northwestern Indiana Building Trades Council
193,423 Work Hours
*Cokenergy, LLC Plant
East Chicago, IN*

GROUP 35

BP Products North America, Inc.

Total Work Hours: 197,334

Brock Industrial Services
BP Products North America, Inc.
Insulators Local Union No. 17
73,643 Work Hours
*Whiting Refinery
Whiting, IN*

AMS Mechanical Systems, Inc.
BP Products North America, Inc.
Northwestern Indiana Building Trades Council
63,184 Work Hours
*Whiting Refinery
Whiting, IN*

Imperial Crane Services, Inc.
BP Products North America, Inc.
Operating Engineers Local Union No. 150
60,507 Work Hours
*Whiting Refinery
Whiting, IN*

GROUP 36

Northern Indiana Public Service Co. (NIPSCO)

Total Work Hours: 206,093

Solid Platforms, Inc.
Northern Indiana Public Service Co. (NIPSCO)
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office
96,131 Work Hours
*R. M. Schahfer Generating Station
Wheatfield, IN*

Graycor Industrial Constructors
Northern Indiana Public Service Co. (NIPSCO)
LaPorte, Starke and Pulaski Counties Building Trades Council
57,005 Work Hours
*Michigan City Generating Station
Michigan City, IN*

Atlantic Plant Maintenance
Northern Indiana Public Service Co. (NIPSCO)
Northwestern Indiana Building Trades Council
52,957 Work Hours
*R. M. Schahfer Generating Station
Wheatfield, IN*

GROUP 37

Energy Transfer Partners

Total Work Hours: 245,847

Scheck Mechanical
Energy Transfer Partners
Steamfitters Local Union No. 420
144,516 Work Hours
*Marcus Hook Industrial Complex
Marcus Hook, PA*

Chapman Corporation
Energy Transfer Partners
Upper Ohio Valley Building Trades Council
101,331 Work Hours
*Mariner - Hopedale Expansion
Hopedale, OH*

GROUP 38

AK Steel

Total Work Hours: 246,978

Thermal Solutions, Inc.
AK Steel
Butler County Building Trades Council
135,700 Work Hours
*Middletown Works
Middletown, OH*

Graycor Industrial Constructors
AK Steel
Butler County Building Trades Council
111,278 Work Hours
*Middletown Works
Middletown, OH*

GROUP 39

Alcoa Inc.

Total Work Hours: 327,110

Industrial Contractors Skanska
Alcoa Inc.
Southwestern Indiana Building Trades Council
182,686 Work Hours
*Warrick Operations
Newburgh, IN*

Gribbins Insulation Company
Alcoa Inc.
Insulators Local Union No. 37
144,424 Work Hours
*Warrick Generating Station
Newburgh, IN*

GROUP 40

Dynegy Inc.

Total Work Hours: 422,043

Enerfab Power & Industrial, Inc.
Dynegy Inc.
Boilermakers Local Union No. 105
124,718 Work Hours
William H. Zimmer Station
Moscow, OH

Enerfab Power & Industrial, Inc.
Dynegy Inc.
Boilermakers Local Union No. 105
102,812 Work Hours
Miami Fort Power Station
North Bend, OH

Scheck Mechanical
Dynegy Inc.
Boilermakers Local Union No. 363
81,289 Work Hours
Coffeen Power Station
Coffeen, IL

Scheck Mechanical
Dynegy Inc.
Boilermakers Local Union No. 363
59,150 Work Hours
Baldwin Generating Station
Baldwin, IL

Scheck Mechanical
Dynegy Inc.
Boilermakers Local Union No. 363
54,074 Work Hours
Kincaid Power Station
Kincaid, IL

GROUP 41

CITGO Petroleum Corporation

Total Work Hours: 548,719

Brock Industrial Services
CITGO Petroleum Corporation
Carpenters Local Union No. 174
185,013 Work Hours
Lemont Petroleum Refinery
Lemont, IL

BMWC Constructors, Inc.
CITGO Petroleum Corporation
Chicago and Cook County Building Trades Council
181,844 Work Hours
Lemont Petroleum Refinery
Lemont, IL

Brock Industrial Services
CITGO Petroleum Corporation
Insulators Local Union No. 17
108,632 Work Hours
Lemont Petroleum Refinery
Lemont, IL

Chellino Crane
CITGO Petroleum Corporation
Operating Engineers Local Union No. 150
73,230 Work Hours
Lemont Petroleum Refinery
Lemont, IL

GROUP 42

General Motors Company LLC

Total Work Hours: 598,104

Lesco Design & Manufacturing Company
General Motors Company LLC
Millwrights Local Union No. 1029
108,952 Work Hours
Fort Wayne Assembly
Roanoke, IN

Atlas Industrial Contractors, LLC
General Motors Company LLC
South Central Indiana Building Trades Council
73,967 Work Hours
Bedford Foundry GMPT
Bedford, IN

Barton Malow Company
General Motors Company LLC
Nashville Building Trades Council
66,675 Work Hours
Spring Hill Manufacturing Facility
Spring Hill, TN

Gallagher-Kaiser Corporation
General Motors Company LLC
Northeastern Indiana Building Trades Council
61,521 Work Hours
Fort Wayne Assembly
Roanoke, IN

Gallagher-Kaiser Corporation
General Motors Company LLC
Sheet Metal Workers Local Union No. 68
61,098 Work Hours
Arlington Assembly Plant
Arlington, TX

Dearborn Mid-West Company
General Motors Company LLC
Northeastern Indiana Building Trades Council
60,861 Work Hours
Fort Wayne Assembly
Roanoke, IN

The State Group Industrial (USA) Limited
General Motors Company LLC
Buffalo and Vicinity Building Trades Council
59,705 Work Hours
Tonawanda Engine Plant
Tonawanda, NY

Gallagher-Kaiser Corporation
General Motors Company LLC
Sheet Metal Workers Local Union No. 110
54,556 Work Hours
Bowling Green Assembly Plant
Bowling Green, KY

The State Group Industrial (USA) Limited
General Motors Company LLC
Niagara County Building Trades Council
50,769 Work Hours
GMCH Lockport Operations
Lockport, NY

GROUP 43

United States Steel Corporation

Total Work Hours: 638,185

Matrix North American Construction, Inc.
United States Steel Corporation
Pittsburgh Building Trades Council
197,678 Work Hours
Clairton Works
Clairton, PA

Matrix North American Construction, Inc.
United States Steel Corporation
Pittsburgh Building Trades Council
143,229 Work Hours
Edgar Thomson Works
Braddock, PA

Solid Platforms, Inc.
United States Steel Corporation
Keystone Mountain Lakes Regional Council of Carpenters
106,652 Work Hours
Clairton Works
Clairton, PA

AMS Mechanical Systems, Inc.
United States Steel Corporation
United Association Local Union No. 597
72,896 Work Hours
Gary Works
Gary, IN

Solid Platforms, Inc.
United States Steel Corporation
Keystone Mountain Lakes Regional Council of Carpenters
61,907 Work Hours
Edgar Thomson Works
Braddock, PA

Chapman Corporation
United States Steel Corporation
Pittsburgh Building Trades Council
55,823 Work Hours
Edgar Thomson Works
Braddock, PA

GROUP 44**ArcelorMittal****Total Work Hours: 780,666**

Stevens Engineers & Constructors, Inc.

ArcelorMittal

Northwestern Indiana Building Trades Council

180,394 Work Hours

*Indiana Harbor (East Chicago) Plant
East Chicago, IN*

Morrison Construction Company

ArcelorMittal

Northwestern Indiana Building Trades Council

129,494 Work Hours

*Burns Harbor Plant
Burns Harbor, IN*

Tranco Industrial Services, Inc.

ArcelorMittal

Laborers Local Union No. 81

106,654 Work Hours

*Burns Harbor Plant
Burns Harbor, IN*

Solid Platforms, Inc.

ArcelorMittal

Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office

102,219 Work Hours

*Indiana Harbor West Plant
East Chicago, IN*

Solid Platforms, Inc.

ArcelorMittal

Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office

77,879 Work Hours

*Burns Harbor Plant
Burns Harbor, IN*

Stevens Engineers & Constructors, Inc.

ArcelorMittal

Cleveland Building Trades Council

76,546 Work Hours

*Cleveland Plant
Cleveland, OH*

Eagle Services Corp.

ArcelorMittal

Laborers Local Union No. 81

55,499 Work Hours

*Burns Harbor Plant
Burns Harbor, IN*

ACMS Group, Inc.

ArcelorMittal

Northwestern Indiana Building Trades Council

51,981 Work Hours

*Burns Harbor Plant
Burns Harbor, IN***GROUP 45****American Electric Power****Total Work Hours: 872,639**

Day & Zimmermann NPS, Inc.

American Electric Power

Tri-State Building Trades Council

192,273 Work Hours

*Mountaineer Power Plant
New Haven, WV*

Enerfab Power & Industrial, Inc.

American Electric Power

Floyd and Clark Counties Building Trades Council

160,064 Work Hours

*Clifty Creek Plant
Madison, IN*

Industrial Contractors Skanska

American Electric Power

Southwestern Indiana Building Trades Council

151,560 Work Hours

*Rockport Plant
Rockport, IN*

Thermal Solutions, Inc.

American Electric Power

Tri-State Building Trades Council

139,547 Work Hours

*Kyger Creek Power Plant
Cheshire, OH*

Thermal Solutions, Inc.

American Electric Power

Tri-State Building Trades Council

100,393 Work Hours

*Big Sandy Plant
Louisa, KY*

Industrial Contractors Skanska

American Electric Power

East Central Ohio Building Trades Council

77,368 Work Hours

*Conesville Power Plant
Conesville, OH*

Thermal Solutions, Inc.

American Electric Power

Southwestern Indiana Building Trades Council

51,434 Work Hours

*Rockport Plant
Rockport, IN***GROUP 46****FirstEnergy Corp.****Total Work Hours: 1,073,843**

Chemsteel Construction Company

FirstEnergy Corp.

Beaver County Building Trades Council

158,707 Work Hours

*Bruce Mansfield Plant
Shippingport, PA*

Chemsteel Construction Company

FirstEnergy Corp.

Upper Ohio Valley Building Trades Council

155,200 Work Hours

*W. H. Sammis Plant
Stratton, OH*

Minnotte Contracting

FirstEnergy Corp.

North Central West Virginia Building Trades Council

152,700 Work Hours

*Pleasants Power Station
Willow Island, WV*

MPW Environmental Services, Inc.

FirstEnergy Corp.

Painters (IUPAT) District Council 53

123,332 Work Hours

*W. H. Sammis Plant
Stratton, OH*

Minnotte Contracting

FirstEnergy Corp.

North Central West Virginia Building Trades Council

122,846 Work Hours

*Fort Martin Power Station
Maidsville, WV*

Burnham Industrial Contractors

FirstEnergy Corp.

Upper Ohio Valley Building Trades Council

84,259 Work Hours

*W. H. Sammis Plant
Stratton, OH*

Burnham Industrial Contractors

FirstEnergy Corp.

Beaver County Building Trades Council

63,126 Work Hours

*Bruce Mansfield Plant
Shippingport, PA*

Minnotte Contracting

FirstEnergy Corp.

North Central West Virginia Building Trades Council

56,817 Work Hours

*Harrison Power Station
Haywood, WV*

Day & Zimmermann NPS, Inc.
FirstEnergy Corp.
Cleveland Building Trades Council
55,343 Work Hours
Eastlake Power Plant
Eastlake, OH

Burnham Industrial Contractors
FirstEnergy Corp.
North Central West Virginia
Building Trades Council
50,872 Work Hours
Harrison Power Station
Haywood, WV

MPW Environmental Services, Inc.
FirstEnergy Corp.
Painters (IUPAT) District Council
53
50,641 Work Hours
Harrison Power Station
Haywood, WV



BRONZE STAR

GROUP 47

Burnham Industrial Contractors
FirstEnergy Corp.
North Central West Virginia
Building Trades Council
209,376 Work Hours
Fort Martin Power Station
Maidsville, WV

GROUP 48

GEM Inc.
Campbell Soup Company
Northwestern Ohio Building Trades
Council
213,193 Work Hours
Napoleon Plant
Napoleon, OH

GROUP 49

Solid Platforms, Inc.
United States Steel Corporation
Indiana/Kentucky/Ohio Regional
Council of Carpenters - Northern
Office
213,253 Work Hours
Gary Works
Gary, IN

GROUP 50

Nooter Construction Company
PBF Energy
Los Angeles/Orange Counties
Building Trades Council
218,814 Work Hours
Torrance Refinery
Torrance, CA

GROUP 51

Kiewit Power Constructors Co.
(NACA)
Birdsboro Power LLC
Reading Building Trades Council
228,788 Work Hours
Birdsboro Energy Center
Reading, PA

GROUP 52

Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional
Council of Carpenters - Northern
Office
253,908 Work Hours
Indiana Harbor (East Chicago) Plant
East Chicago, IN

GROUP 53

MPW Environmental Services, Inc.
FirstEnergy Corp.
Painters (IUPAT) District Council
53
280,924 Work Hours
Bruce Mansfield Plant
Shippingport, PA

GROUP 54

McCarl's Inc.
Talen Energy
Lehigh Valley Building Trades
Council
290,706 Work Hours
Martins Creek Station
Bangor, PA

GROUP 55

Gribbins Insulation Company
Marathon Petroleum Corporation
Insulators Local Union No. 37
298,963 Work Hours
Robinson Refinery
Robinson, IL

GROUP 56

Enerfab Power & Industrial, Inc.
American Electric Power
Tri-State Building Trades Council
301,081 Work Hours
Big Sandy Plant
Louisa, KY

GROUP 57

Norris Brothers Company, Inc.
Arconic
Cleveland Building Trades Council
301,990 Work Hours
Cleveland Works
Cleveland, OH

GROUP 58

Graycor Industrial Constructors
Inc.
American Electric Power
Southwestern Indiana Building
Trades Council
304,342 Work Hours
Rockport Plant
Rockport, IN

GROUP 59

Thermal Solutions, Inc.
United States Steel Corporation
Pittsburgh Building Trades Council
313,618 Work Hours
Clairton Works
Clairton, PA

GROUP 60

Chapman Corporation
FirstEnergy Corp.
North Central West Virginia
Building Trades Council
344,105 Work Hours
Harrison Power Station
Haywood, WV

GROUP 61

Day & Zimmermann NPS, Inc.
American Electric Power
Upper Ohio Valley Building Trades
Council
355,539 Work Hours
Cardinal Plant
Brilliant, OH

GROUP 62

BMWC Constructors, Inc.
Indianapolis Power & Light
Company
Southwestern Indiana Building
Trades Council
372,769 Work Hours
Petersburg Generating Station
Petersburg, IN

GROUP 63

Scheck Mechanical
Croda International Plc
Delaware Building Trades Council
372,773 Work Hours
Atlas Point Plant
New Castle, DE

GROUP 64

BMWC Constructors, Inc.
Marathon Petroleum Corporation
East Central Ohio Building Trades
Council
391,822 Work Hours
Canton Refinery
Canton, OH

GROUP 65

Minnotte Contracting
FirstEnergy Corp.
North Central West Virginia
Building Trades Council
392,554 Work Hours
Harrison Power Station
Haywood, WV



SILVER STAR

GROUP 66

Conti Electric Inc.
General Motors Company LLC
IBEW Local Union No. 305
500,918 Work Hours
Fort Wayne Assembly
Roanoke, IN

GROUP 67

Superior Construction Company,
Inc.
BP Products North America, Inc.
Northwestern Indiana Building
Trades Council
521,853 Work Hours
Whiting Refinery
Whiting, IN

GROUP 68

Day & Zimmermann NPS, Inc.
Talen Energy
Northeastern Pennsylvania
Building Trades Council
637,616 Work Hours
Susquehanna Nuclear Plant
Berwick, PA

GROUP 69

Chapman Corporation
Blue Racer Midstream, LLC
Upper Ohio Valley Building Trades
Council
640,388 Work Hours
Natrium Plant
Natrium, WV

GROUP 70

GVH Environmental, Inc.
American Electric Power
Upper Ohio Valley Building Trades
Council
823,084 Work Hours
Cardinal Plant
Brilliant, OH

GROUP 71

Solid Platforms, Inc.
BP Products North America, Inc.
Indiana/Kentucky/Ohio Regional
Council of Carpenters - Northern
Office
940,080 Work Hours
Whiting Refinery
Whiting, IN

GROUP 72

Kiewit Power Constructors Co.
(NACA)
St. Joseph Energy, LLC
St. Joseph Valley Building Trades
Council
946,805 Work Hours
St. Joseph Energy Center
South Bend, IN



GOLD STAR

GROUP 73

The State Group Industrial (USA)
Limited
Alcoa Inc.
Southwestern Indiana Building
Trades Council
1,039,105 Work Hours
Warrick Generating Station
Newburgh, IN

GROUP 74

RMF Nooter, Inc.
Husky Energy, Inc.
Lima Building Trades Council
1,078,285 Work Hours
Lima Refinery
Lima, OH

GROUP 75

Enerfab Power & Industrial, Inc.
American Electric Power
Upper Ohio Valley Building Trades
Council
1,099,265 Work Hours
Mitchell Power Plant
Moundsville, WV

GROUP 76

BMWC Constructors, Inc.
ExxonMobil
Will and Grundy Counties Building
Trades Council
1,478,701 Work Hours
Joliet Refinery
Joliet, IL

GROUP 77

RMF Nooter, Inc.
BP Products North America, Inc.
Northwestern Ohio Building Trades
Council
1,646,925 Work Hours
Toledo Refinery
Oregon, OH

GROUP 78

Nooter Construction Company
Energy Transfer Partners
Philadelphia Building Trades
Council
2,031,332 Work Hours
Marcus Hook Industrial Complex
Marcus Hook, PA



NMAPC Honors 18th Annual Zero Injury Safety Award Winners



Nooter Construction, Energy Transfer Partners and the Philadelphia Building Trades Council received the top Gold Star Award for 2,031,332 injury-free hours worked at the Marcus Hook Industrial Complex.

WASHINGTON, DC - The National Maintenance Agreements Policy Committee, Inc. (NMAPC) is pleased to congratulate the winners of the 18th 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, November 1 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, 133 winning tripartite teams were honored - the most in ZISA history. Of that number, 128 worked together under the auspices of the National Maintenance Agreement (NMA), while five teams worked under the National Construction Agreement

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

Altogether, the 133 winning teams accounted for more than 29 million injury-free hours worked in calendar year 2017 - the most in ZISA history, shattering the previous record by nearly five million work hours. This brings the grand total of injury-free work hours recognized to more than 257 million since the ZISA® program began 18 years ago.

A complete list of winners can be found on page 9.

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 Nooter Construction Company (contractor), Energy Transfer Partners (owner-client) and the Philadelphia Building Trades Council (labor) for 2,031,332 injury-free hours worked at the Marcus Hook Industrial Complex in Marcus Hook, Pennsylvania.

Another top team was Kiewit Power Constructors Co. (contractor), St. Joseph Energy LLC (owner-client) and the St. Joseph Valley Building Trades Council (labor). This tripartite alliance was awarded the top ZISA® Silver Star Award for performing 946,805 injury-free work hours at the St. Joseph Energy Center in South Bend, 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 Minnotte Contracting (contractor), FirstEnergy Corp. (owner-client) and the North Central West Virginia Building Trades Council (labor) for performing 392,554 injury-free work hours at the Harrison Power Station in Haywood, West Virginia.

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 honor was awarded to a group of 11 tripartite teams, all of which performed work for FirstEnergy Corp. While each individual team's total qualified them for a certificate, collectively they performed 1,073,843 work hours without injury.


Courage on Display

The night's keynote speaker was Colonel Gregory Gadson, who served our nation in the United States Army for more than 26 years. Greg's life is a portrait of courage in the face of great adversity. In May 2007, as commander of the 2nd Battalion, 32nd Field Artillery, Gadson's greatest challenge came in Iraq, where an improvised explosive device (IED) attack cost him both legs above the knees and normal use of his right arm and hand.



Colonel Gregory Gadson

Despite this, Greg remained on active duty in the Army and continued to inspire many with his message of courage, determination and teamwork. Refusing to be defined by the proverbial "hail of bullets," he has since drawn upon the lessons of pride, poise and team, learned as a West Point linebacker, and applied them to his life, career and family. Greg's military awards include the Distinguished Service Medal, Legion of Merit, Bronze Stars, Purple Heart, the Meritorious Service Medal and the Army Commendation Medal.

Greg kept the Gala audience riveted with tales of wartime valor, and imparted valuable lessons about the importance of perseverance. 



Members of Nooter Construction hold a banner celebrating their ZISA® Gold Star.

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Diversity: From Buzzword to Business Strategy

At Aristeo Construction, a new generation of leadership is taking an innovative approach to winning the war for talent

by DAVID ACORD

THE ECONOMY IS BOOMING, and contractors are scrambling to take advantage of new business opportunities — but the ongoing labor shortage is making it difficult to keep up with the strong demand for their services. Like many other sectors of the U.S. economy, union construction and maintenance is facing a “double whammy.” Older, more experienced workers are retiring at a rapid clip, and there simply aren’t enough younger workers to take their place, making it extremely tough (if not downright impossible) to find enough skilled labor for big projects.

Many contractors, working closely with their union partners, are taking many proactive steps. They’re investing in recruiting, education and training, spending more than \$1 billion to fund more than 1,900 apprenticeship training and education facilities across North America. The problem is, they’re competing with dozens of other industries equally desperate to hire the same pool of young workers.

In a situation like this, union contractors need any advantage they can find. They need an edge. At Metro Detroit-based Aristeo Construction, one of the nation’s largest general contractors in the manufacturing sector (and a longtime TAUC Governing Member), a new leadership team is casting a wide net and looking for the next generation of craftworkers in areas other contractors often overlook. “Diversity” — perhaps the most familiar yet misunderstood buzzword of the past decade — is proving to be not only a sound HR policy, but a wise business strategy, too.

“Diversity in the workplace really means being fully inclusive of the entire potential

working population,” explained Michelle Aristeo Barton, President of Aristeo Construction and daughter of the company’s co-founder, Joseph. “With the current economy, companies across industries are competing for the best talent. The best way for the construction industry to attract this coveted talent is to be inclusive of all potential populations, especially those diverse populations that make up large segments of the total working population or are rapidly growing. We can increase our potential to find the best talent by encouraging diversity across backgrounds, experiences, and industries.”

Barton ascended to the role of President in 2018 as part of a carefully thought-out succession plan, after serving in a variety of leadership positions at the company for more than a decade. Her sister, Anne Aristeo Martinelli, came on board the previous year as Chief Strategy Officer after stints at McKinsey & Company and The Boston Consulting Group, where she advised a number of Fortune



Aristeo at Ford Motor Co. jobsite in Allen Park, Mich., August 2018. Far left: Anne Aristeo Martinelli. Right, second from end: Michelle Aristeo Barton.

500 companies. Together, they and the entire Aristeo team are committed to finding talent in underrepresented areas.

“Recruiting diverse applicants is really widening our applicant base to include the entire labor force,” Martinelli told *The Construction User*. “America’s workforce is growing and diversifying, and the construction industry would benefit by sourcing from the entire population.” She noted that in 2017, less than one million women were working in the construction industry, representing only 9.1% of the construction workforce. On the bright side, the number of women working in construction has increased over the last five years – with an annual growth rate of 3.7% since 2013.”

“However, there is still quite a way to go before we grow the workforce through a higher representation of women or other underrepresented groups in construction, such as black or Asian-American. Those populations are 50% and 70% less likely, respectively, to be in construction careers than in the overall workforce,” Martinelli continued. “These numbers highlight a significant portion of the population that remains untapped in the industry.”

She added, “Recruiting from a wide pool of well-qualified applicants will strengthen our team with many diverse perspectives. The unique experiences, talents and skills they bring help us generate new ideas, which can strengthen our perspective as a company. Aristeo’s leadership team consists of people from varying backgrounds — in fact, one-third of the team is from non-construction backgrounds and another third is female. These individuals provide diversity of thought and act as role models to upcoming generations who need to see examples of themselves in leadership roles.”

Last year, Aristeo was certified as an official Women’s Business Enterprise (WBE) by the Great Lakes Women’s Business Council (GLWBC), a regional partner organization of the Women’s Business Enterprise National Council (WBENC), utilizing WBENC’s national standard of certification. The WBE label confirms that a company is at least 51% owned, operated, and controlled by women. “Earning our WBE certification is an exciting opportunity,” stated Barton. “One thing that’s most important to us, however, is remaining true to Aristeo’s long standing core values. This business was founded on exceeding our customers’ expectations, supporting diverse businesses, and remaining dedicated to safety, quality, and integrity. This certification will help us further our support of the diverse business community, but we will also remain focused on continuing our legacy as a top general contractor.”

Laying the Groundwork

“One of the most important first steps to encouraging a more diverse workforce is to ensure that your existing workforce enjoys a supportive and inclusive culture,” Barton advised. “At Aristeo, we emphasize the importance of inclusivity throughout our culture via transparent and open communication policies. We have multiple, internal

feedback processes that funnel employee ideas and suggestions to our management team. We do this through frequent surveys, employee committees, online forums, and one-on-one meetings with the management team. The key part of our employee-driven process for feedback and idea generation is that all of the feedback gathered becomes the base of communication for the leadership team.”

In other words, even before outreach begins, Aristeo makes sure the environment that new hires will enter is set up to make them feel valued and part of the team – something that’s especially important for members of underrepresented groups. That sense of inclusiveness also extends to safety, Barton noted.

“Decades ago we instituted a policy that gave each and every employee ‘Stop Work Authority’ on job sites,” she said. “This policy is predicated on the idea that employees are more likely to voice their concerns when witnessing unsafe behavior if a company has already established an inclusive and supportive culture where every member of the team feels valued and heard. This is why transparency and inclusion is so important to us, and why we believe it’s a key driver of encouraging diversity in the construction industry.”

Making Diversity Work

“Contractors can take a number of steps in order to encourage diverse applicants in construction,” Martinelli noted. “One of the first steps, because it will take many years, is to increase awareness of the overall industry and construction careers in schools and for children who are just learning about the potential careers available to them. At Aristeo, we are working alongside our customers and peers through the Associated General Contractors (AGC), Construction Users Round Table (CURT) and other organizations to support ways to generate awareness of the construction sector’s roles in secondary education.”

“This outreach is important because careers in construction are often hereditary – individuals seek out these careers because a relative worked in the industry,” she pointed out. “This connection provides applicants with a solid understanding of what it means to work in construction, including the range of opportunities found in the industry. However, not all communities have access to examples of what a career in construction looks like, and we need to increase outreach on the part of the industry into these areas. Reaching out and educating students at a young age about the opportunities that exist, the advantages of a construction career, and explaining what they need to do to achieve this goal is key.”

Training is another critical component, Martinelli added – and not just with traditional construction skills. A successful career in the modern, high-tech construction field also requires significant problem solving, critical thinking, math skills, and foundational professional skills.

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46 Years and Counting

by STEVE FELLMAN, TAUC GENERAL COUNSEL

AT THE END of 2018, I became Of Counsel to our law firm, and my partner Katie Meyer took over as TAUC General Counsel. After practicing law for 56 years, it is time for me to change focus, slow down and start spending more time with my family. Although I will still serve as Counsel to my firm and provide advice to clients as needed, my time “practicing” will evolve from my law office to the tennis court.

As this is my last column, I want to take this opportunity to tell you how honored I have been to serve as General Counsel to TAUC and its predecessor, the National Erectors Association (NEA), for 46 years. I thank you for the opportunity to serve the union construction industry. I thank you for the opportunity to develop working relationships and personal friendships with so many dedicated TAUC leaders and TAUC staff members.

When I started as NEA's General Counsel in 1972, NEA was basically a union iron worker employer's association. Its members were either fabricators, erectors or, in some cases, fabricator/erectors. Most members competed in regional geographic markets. However, NEA had two U.S.-based members — the American Bridge Division of U.S. Steel and Bethlehem Steel — which competed globally. At that time, these companies had a market share of well over 50% of the major bridges throughout the world. Since the steel industry had a history of antitrust problems, I was retained as General Counsel to make sure that no practices were engaged in at NEA meetings that could be considered antitrust violations.

When I started working for NEA, the association had no safety program,



no industrial maintenance members, no concerns about joint employer pension liability, and no involvement with environmental issues. There were no smart phones, tablets or laptops. A majority of the members were family-owned companies. The main purpose of the association was to develop a better means of cooperation with the Ironworkers and promote union construction.

Today, TAUC has evolved into an association of more than 2,000 union contractors representing a broad range of crafts working under the NMA. TAUC's member contractors are multi-craft contractors focusing on industrial maintenance. TAUC is heavily involved in government affairs. An example is TAUC's lobbying effort to craft a solution to the multiemployer pension liability issue. The TAUC Environmental Health and Safety Committee has effectively promoted all aspects of workplace safety. Each year at the ZISA® dinner, hundreds of contractors are recognized as having worked hundreds of

thousands and even millions of hours without a reportable injury. TAUC's position as a leader in union construction was highlighted recently when TAUC President Jake Locklear was invited to the White House in recognition of the industry's efforts to promote apprenticeship. At the annual TAUC Leadership Conference, multiple International Union Presidents sit down with major owners and TAUC contractors to discuss how to further the goals of all who work under the NMA. Earlier this year, TAUC had its first technology conference, establishing the association as a focal point in exposing contractors to new technology directly affecting construction. TAUC is also a major contributor to the Helmets to Hard Hats program. And *The Construction User* has developed into a major industry publication. I am very proud to have been a small part in TAUC's evolution.

They say that “the past is prologue.” In looking over how TAUC has changed in the past 46 years, I can only wonder what the next 46 years

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Thank You
Steve Fellman
for 46 Years of Distinguished Service



All Our Best
as You Begin a New Adventure!

The Secret to Better Creativity

by JACOB SNYDER

CONTRACTORS SPEND A LOT of time in the construction industry focused on numbers. We track and measure everything: dates, billings, pieces, tonnage, safety statistics, profitability and labor shortages, just for starters. We also spend a lot of time analyzing our labor productivity and wondering why it isn't better. Is it due to a lack of materials? A tight labor market? Or maybe we blame it on poor skills training, absenteeism, weather, or any number of other factors.

However, I believe the key to improving our industry and increasing productivity has very little to do with the reasons listed above. Instead, we must first find a way to increase the discretionary effort (the level of effort above the required minimum people could give if they wanted to) of as many of our employees as possible – and to accomplish this, we need to understand what *motivates* people. Once we have that information, we can then find ways to equip our front-line supervision with the knowledge, skills, and tools to motivate *their* people, and so on down the line.

Let me be blunt: as important as they are, numbers don't motivate people. When we reduce everything – and everyone – to numbers and statistics, we forget what makes us human in the first place. No contractor will ever increase the discretionary effort of his or her employees with this kind of approach. In the past, when you fell behind on a project, the default answer was to throw more people at the problem – again, thinking in terms of numbers. That's never the best solution, but today it's not even an option in many sectors of our industry, due to severe skilled labor shortages.

Many, many scholars have written about motivation and how we perceive it. As we unwind this topic I will revert to several sources, but none better than Duke University Professor of Psychology and Behavioral Economics, Dan Ariely. If you are not familiar with his work, including his TED Talks, I encourage you to spend some time researching his efforts. Dan says the following about motivation in the workforce: "When we think about labor, we usually think about motivation and payment as the same thing, but the reality is that we should probably add all kinds of things to it: meaning, creation, challenges, ownership, identity, pride, etc."

See, what Dan has figured out is something almost universally true in our industry: money is important in attracting talent in a tight labor market, but money only gets someone *to* the job — it doesn't motivate them *to perform*.

I have identified five areas for our industry to focus on as a means to motivate employees and tap discretionary effort.

1. People are motivated by seeing the results of their labor.

This is a theory proved out in Dr. Ariely's *Man's Search for Meaning: The Case of Legos* study. People want to be able to see and appreciate what they have done. Obviously, our industry has a huge advantage here. The finished results of our labor – buildings, roads or other structures – can be seen and utilized by our employees and the general public on a daily basis.

We need to find ways as an industry to recognize the efforts of employees in completing these projects. It may involve some type of commemorative item when a project is complete, or perhaps a note on company letterhead congratulating each employee involved in the project and noting what it means to both the community and the company. It is essential that our project teams are aware of how this factor motivates people and how they can incorporate visual results into motivation.

2. People want to be appreciated. This one seems so simple, but we so often fail to do it.

We tend to view everything in terms of tasks and completion and fail to recognize the effort and emotion that went into the task. Further, it is so easy to focus on problems and criticism that we often forget the impact a gesture of appreciation can have on our people. Dr. Ariely summed it up well when he said, "The good news is that adding motivation doesn't seem to be difficult. The bad news is that eliminating motivation seems to be incredibly easy."

Our industry places a lot of stress on our project managers, superintendents, foremen and other senior staff. That stress is centered around time and cost sensitivity, and it is very easy to project that stress and negativity onto the workforce. However, it should be our goal to teach our project teams *how to channel their stresses and needs in a motivating way*. By doing so, it will reduce the stress on our teams and make their jobs easier by tapping into the discretionary effort of the workforce. It is important for managers to understand that motivation is *internally determinate* -- that is, people are motivated by their own perceptions and values, not those of the manager or company.

Appreciation can be shown in many ways in both group and personal settings. Showing appreciation may come in the form of a sincere thank you, a note expressing gratitude for an employee's efforts, a social media post, a meal shared with workers and stakeholders, or similar actions that demonstrate thoughtfulness and gratitude for the skills and

efforts of employees. Every organization should have a conversation that starts with this question: “How do we show appreciation to our employees?”

3. Workers feel better when they have completed a challenging task rather than an easier one.

One of the main reasons I focus on this area for our industry is that we have the ability to present challenges that so few other industries do. We tackle complex tasks that are rarely the same from job to job and are crucial to meeting the needs of our communities.

Another study by Dr. Ariely found that people who completed a more difficult task, even if the work product was less appealing, were more satisfied and more motivated to tackle other projects. This causes us to question how we are presenting jobs and projects to craft workers when we hire them on projects. I know our orientation focuses a lot on safety and expectations, but we don’t focus very much on the challenges the project presents, and we don’t tell employees that we need their expertise and maximum effort to overcome the challenges before us. As an industry, we must find ways to improve the way we interact with craft workers. Making them part of the team that solves challenging problems creates buy-in, and is very motivating for employees.

4. People want to help others. For the most part, people want to be part of something bigger than themselves.

They want to help their community, coworkers and those in need. Think about all the volunteering that you and your craftspeople do. Perhaps it is in your local church, or as part of Habitat for Humanity, or raising funds for medical research. None of those tasks are motivated by money, and all of them require time and effort. So why do people do it? Because we all crave purpose and want to be a part of something bigger than ourselves.

Many of the projects contractors work on help people and affect the quality of life in our community. Maybe it’s a new hospital or a water treatment plant. Regardless, we need to make sure we communicate how our projects help people and show craft workers the impact they are having on their neighbors. One of the interesting things that Dr. Ariely found is that when people believe they are helping others, they are more motivated and more likely to follow the rules.

5. Confidence produces better results.

In a Harvard University study called *Decisions Under Stress*, the researchers identify two states people enter into when performing tasks: the *challenge state* and the *stress*

state. People in the challenge state perform better, are motivated, and more likely to improve their efforts moving forward. People in the stress state tend to be frustrated, stressed, more likely to quit, and perform more poorly. The study found that the primary difference between people in the two groups was their level of confidence. A confident person performs better in almost any measurable endeavor than someone who lacks confidence.

We have a challenge to instill confidence in our workforce. Increasing confidence increases motivation to perform. It is very common on a construction site to find criticism and negativity. However, I would encourage all of you to spend time on a job and identify the times that something is said that will build someone’s confidence — it is far rarer than you think.

We have a challenge to instill confidence in our workforce. Increasing confidence increases motivation to perform.

We must continue to provide skills training to employees as one method of improving confidence. However, we must also teach our managers how to instill confidence verbally and on a personal basis. Our ability to build confident workers will yield a more productive workforce.

So, I leave you with three questions that, if answered correctly, might just unlock the secret to productivity:

- How is my organization going to ensure that all of our managers know how to motivate employees?
- What strategies will we use to help our managers?
- How will we measure our managers’ ability to motivate?

Share these questions with senior staff at your next meeting — it’s a great way to get everyone thinking along the lines of motivation rather than focusing solely on numbers.



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

TAUC Signs Apprenticeship Pledge, Attends White House Event



Outside the White House, L-R: Kyle Cochran; Bill Gordon; Jake Locklear; and Nick Brockman

THE ASSOCIATION OF Union Constructors (TAUC) participated in a special event at the White House with President Donald Trump on October 31 to highlight the importance of apprenticeship programs. TAUC also signed the White House's "Pledge to America's Workers" and committed to working with its 2,000 member contractor firms to hire 250,000 new apprentices over the next five years.

President Trump created the Pledge in July to encourage companies and trade association to educate and train more workers. Since then more than 160 groups, including TAUC, have signed the Pledge.

Representing TAUC at the White House was President Jake Locklear, President and CEO of APM and the APCOM family of companies. "The Pledge is a great opportunity for TAUC member firms to join our labor partners and the President in highlighting the value of apprenticeship and other training programs for job opportunity and economic growth," Locklear said. "Our TAUC presence at the White House is also another step forward in our strategy to be a player in government affairs."

Accompanying Locklear to the White House were three building trades craftworkers, all of whom have benefited enormously from their apprenticeship training: Kyle

Cochran of IBEW Local 26 (and the 2018 TAUC Craftperson of the Year); Bill Gordon, Ironworkers Local 5; and Nick Brockman, with Millwrights Local 2158.

"Workforce development and apprenticeship training are the lifeblood of the union construction and maintenance industry," said Steve Lindauer, CEO of TAUC. "We understand that apprentices represent our collective future. If we don't recruit the best people, we will fail, plain and simple – and failure is not an option. That's why contractors and unions dedicate so much time and effort to our privately funded apprenticeship training programs."



What Next? Pension Reform After the Joint Select Committee

by JOSH SHAPIRO, SENIOR ACTUARIAL ADVISOR, GROOM LAW GROUP

Editor's Note: This issue, we invited Josh Shapiro of Groom Law Group, one of the leading experts on multiemployer pension reform, to write a guest column reviewing the most recent developments on the issue, specifically the activities of Congress' special Joint Select Committee.

WHEN CONGRESS' JOINT Select Committee on the Solvency of Multiemployer Pension Plans began its work in the spring of 2018, expectations were not terribly high. The multiemployer pension system faces complex challenges that will require difficult choices and sacrifices to solve. In other words, it seemed like fertile ground for unproductive bickering without any serious attempt to develop a realistic solution. The Committee adjourned on November 30, and while it did not succeed in producing a reform proposal, it also did not resemble the partisan circus that many critics expected. In a deviation from recent Congressional practice, lawmakers from both sides of the aisle engaged in serious and substantive negotiations in a genuine effort to find a practical bipartisan solution. Despite not producing a formal proposal, the Committee's work was not necessarily in vain, as the framework that it developed could very well serve as a blueprint for a comprehensive solution to the impending crisis facing the multiemployer pension system and future reform initiatives.

The Committee's primary focus was on deeply underfunded plans that, in the absence of Congressional relief, are certain to fail. Such plans are present in nearly all segments of the multiemployer plan universe, including the construction industry, though on average there are relatively fewer failing plans in the construction industry than in other industries. This does not mean, however, that the Committee's work will not have a profound impact on the companies and workers in construction industry plans. Providing assistance to failing plans will cost money, and healthy plans are likely to end up paying some of the bill. Additionally, Congress will want assurances that the multiemployer system will not face another crisis in the future, which could mean significant changes to the minimum funding rules.

While the specific details of the reform provisions considered by the Committee remain closely guarded secrets, the general framework consisted of three primary components. First, an expansion of the Pension Benefit Guaranty Corporation's existing partition authority would provide relief to failing plans. Second, an increase in PBGC premiums coupled with direct Treasury funding would produce

the cash flow necessary to support the partitioned liabilities. And lastly, higher minimum contribution requirements would be designed to protect the multiemployer system from future crises.

The Committee considered expanding PBGC's ability to take over a portion of the liabilities of distressed plans through its partition program as the primary mechanism for improving plans' funding strength. The partitioned liabilities would become obligations of the PBGC, leaving plans with liabilities equal to what their employers can reasonably support. The Committee also considered raising the guaranteed benefit level and allowing PBGC to take over plans before they reach the point of insolvency.

In order to address PBGC's existing \$54 billion shortfall, and support partitions for failing plans, the Committee considered both direct support from the U.S. Treasury and several new premium structures. Of greatest concern to healthy plans is the suggestion that a new variable rate premium could be introduced for multiemployer plans. Under this provision, plans would pay a premium each year that is equal to a percentage of their unfunded liabilities. Even well-funded plans could have large variable rate premiums, since the liability calculations would likely be done using very conservative actuarial assumptions. The Committee also considered the possibility of new premiums that are paid by the unions representing covered workers and the companies employing those workers, as well as premiums that are deducted from retiree benefit payments from across the entire system.

The Committee also focused on strengthening the multiemployer pension system so that additional funding crises do not occur in the future. The centerpiece of the Committee's thinking on this issue was a cap on the discount rate that actuaries use to calculate the funding requirements. This provision would result in a combination of higher contribution levels and lower rates of benefit accrual. The magnitude of the impact would depend on the specific provision that is adopted. On one end of the spectrum, a relatively high cap on the discount rate that only applies to future benefit accruals would have a modest impact on plans.

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Change

by RUSTY BROWN, CSP

WE MUST CHANGE our mindset when it comes to injuries on our projects. Zero injuries is possible. Just look at the recent NMAPC Zero Injury Safety Awards®. TAUC member contractors were part of 133 tripartite teams that collectively logged more than 29 million work hours without a recordable injury in 2017 – shattering the previous year's total by more than five million hours! You can see a total list of award participants beginning on page 9.

So yes, we can get to zero! You may ask yourself, "How?" To me, it's simple: start by asking safety executives from those winning companies to explain their approach. That's what

I did. Some consistent themes from my own interviews: Better planning, craft involvement, constancy with the safety program, and management commitment. Path forward: Set the tone – be clear with expectations. Make sure craft and staff fully understand your safety expectations. Is your management committed to safety? Are they willing to spend what it takes to prevent injuries?

Some additional programs to help companies on their journey to zero include: dropped object prevention, short service employee, observation program, front line supervisor training, material handling, and tool usage.

In closing, "Zero is Possible!" We owe it to our people to embrace this philosophy. Until we do, nothing will change. Change is good. Without it we cannot move the needle forward in our journey to Zero Injuries.

Hope to see you all at the ZISA® awards later this year.



Rusty Brown is the Environmental Health and Safety Director for Kiewit Power Constructors Co. and Chair of the TAUC Environmental Health and Safety Committee.

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A Different Kind of Safety

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But none of that matters. The leader sets expectations. The leader sets limits. The leader sets the tone. The leader sets consequences. For me as a CEO, it happens in a new employee's first staff meeting and in front of everyone on the team. I lay out what constitutes the "safe zone" at work. I tell them that if anyone gossips, shit-talks or character assassins anyone on our team, they are fired that day. "And," I add, "don't test me -- because I have done it." Those who refuse to listen and test me anyway express their guilty outrage. They say, "You can't fire me." I say, "I told you upfront, now pack your shit in this box and be out of here by noon."

I am HR's nightmare. I am the team's protector.

My zero-tolerance approach is certainly not for everyone, but that is how seriously I take psychological safety and team acceptance. I don't just hope people are coming as their best selves. I encourage it, support it and, in truth, I demand it. People cannot do their best work operating out of fear. And what I find is that when an individual feels this and embraces it, they bring a level of commitment and productivity that you cannot pay for. Performance rises, retention increases, risk tolerance expands and positive group norms get set in stone.

Here are three ways to lead your teamwork through a workplace foundation of psychological safety;

1. Own your own emotions, behavior and insecurities. A leader that shows authenticity, vulnerability, and empathy gets loyalty and buy-in in return. You don't have to be the hard-ass 24/7. Some people think it might look weak – and that is most insecurity talking in your head. Being your best self, no matter what others think, is real strength.

2. Communicate your expectations. Recognize and praise openness and team risk taking. Treat failure as a team learning experience. And give people the time, coaching and resources to grow and change.

Internal change, especially when it comes to going beyond fear, can take time and courage.

3. Do not compromise, rationalize or ignore any destructive behaviors of your team. Not because they make you money. Not because they've always been there. Not because you are afraid to directly confront it and solve it. When you "just let it go," you let down your team and yourself.

Who knew that psychological safety could make such a difference at work? But really, isn't it obvious? What makes a healthy person, a healthy family or a healthy child? What helps them grow and thrive as they should? Yeah. Same thing. Psychological safety – it's worth the time, effort and commitment.



*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 or contact him at (925) 705-7662.

Diversity: From Buzzword to Business Strategy

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"It is critical to begin providing schools the appropriate preparations for technical and advanced training programs," she said. "At Aristeo, members of our leadership team are involved in numerous industry associations that focus on strengthening coursework and career development with multiple skilled trade disciplines. We believe that volunteering our time with these organizations is critical—they are important to the success of our business."

Aristeo employees also engage in outreach to colleges and universities. "We attend dozens of events designed to garner excitement for the construction industry and recruit candidates for a variety of positions across our company. Not only do we recruit heavily from

local universities, but we also attend educational sessions with students, where we have the opportunity to teach them about all the potential opportunities in the construction industry," Martinelli said.

"These steps, combined with additional change through policy, funding and other interventions, have the power to expand our industry and create a more diverse workforce."

46 Years and Counting

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will bring. Regardless, I know that TAUC will continue its leadership role in successfully promoting union construction and union contractors.

Again, I thank all of you for giving me the opportunity to serve as TAUC's General Counsel and for providing the friendships that have made these past 46 years so enjoyable.



Steve Fellman is a shareholder with GKG Law in Washington, D.C. He served as general counsel to The Association of Union Constructors for 46 years.

What Next?

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On the other hand, a very low cap that applies to all liabilities could have a dramatic impact.

All multiemployer plan stakeholders should evaluate how the framework developed by the Committee would affect their funding requirements. Despite the inability of the Joint Select Committee to develop bipartisan recommendations by the November 30th deadline, members of Congress remain committed to advancing multiemployer pension reform legislation in the 116th Congress. This makes it critical for stakeholders to educate lawmakers on how different proposals would affect the businesses that sponsor these plans.



NMAI.Q.

eLearning Resource Center

The National Maintenance Agreements Policy Committee, Inc. (NMAPC) has been serving the union construction and maintenance industry for more than 40 years. We negotiate and administer the National Maintenance Agreements (NMA), a series of collective bargaining agreements utilized by more than 2,000 industrial construction and maintenance contractors employing members of fourteen international building trades unions.

Now, the NMAPC has created a comprehensive web-based resource center to help contractors, clients and crafts more effectively utilize the NMAPC Program.

The NMA I.Q. eLearning Resource Center is the web-based resource for “all things NMA.” It is designed for newcomers and industry veterans alike, and equally useful to all members of the tripartite community – contractors, building trades unions and owner-clients. It offers easy-to-follow online tutorials and short videos on virtually every aspect of the NMA, from a “How does it work?” general overview to detailed instructions and explanations on more technical aspects of the Agreements.

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