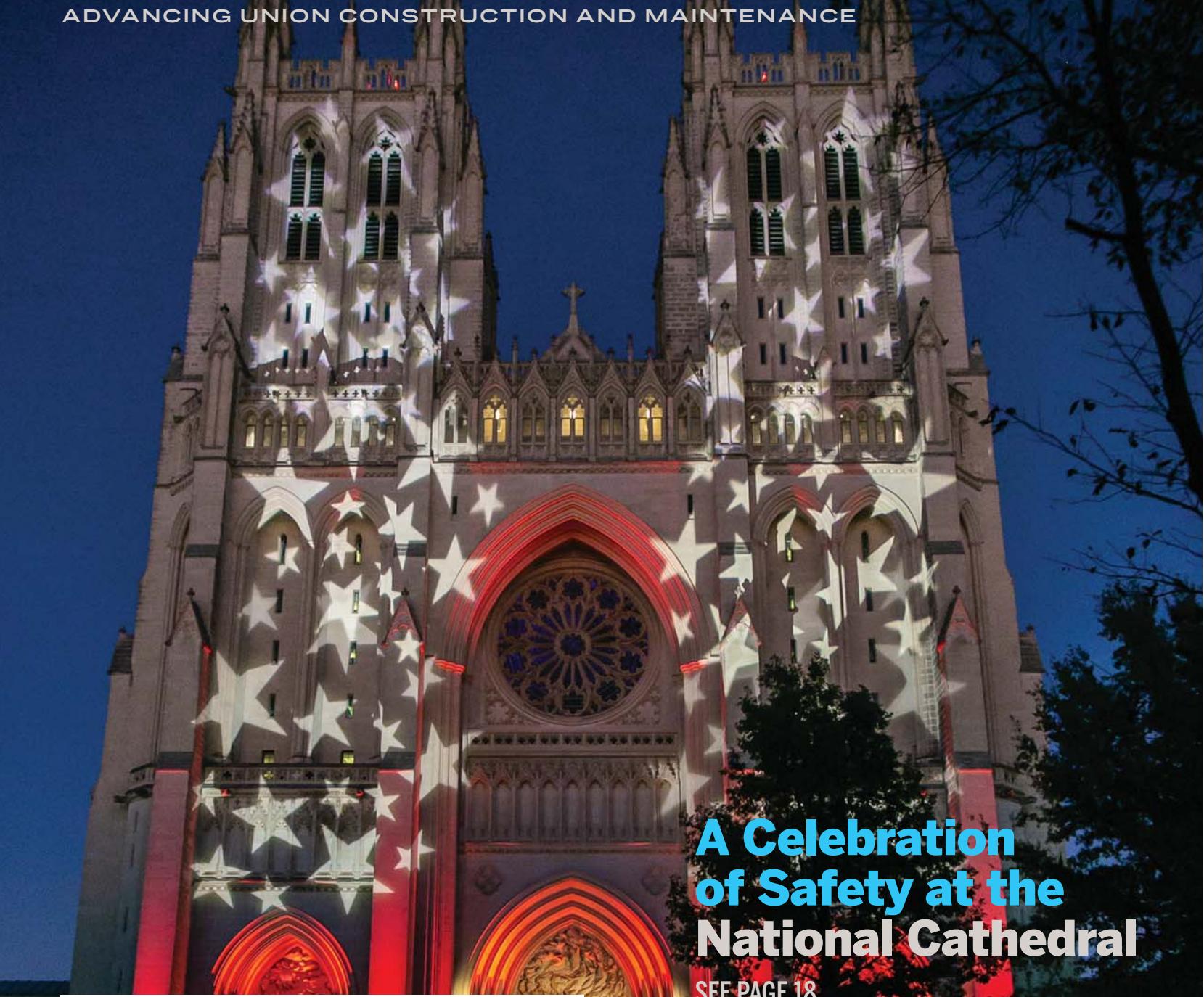


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WINTER 2020

ADVANCING UNION CONSTRUCTION AND MAINTENANCE

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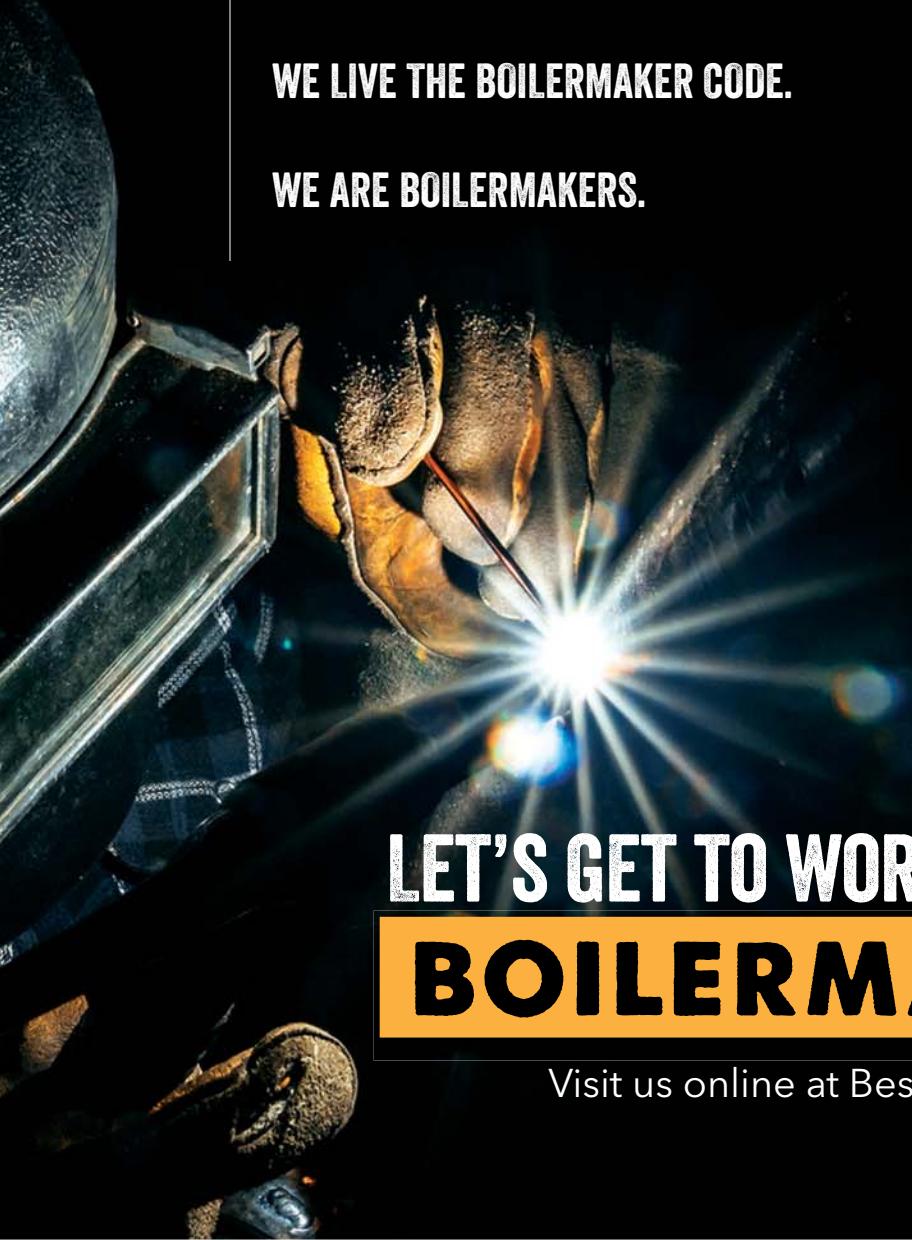
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# THE SAFETY SEVEN:

## Perspectives From the C-Suite



BY STEVE JOHNSON,  
PRESIDENT, GEM, INC.

Welcome to *The Construction User's* annual safety issue. I can't think of a better way to start off 2020 than by focusing on the most important part of my job, your job — all our jobs, regardless of whether you're a contractor, craftworker or client.

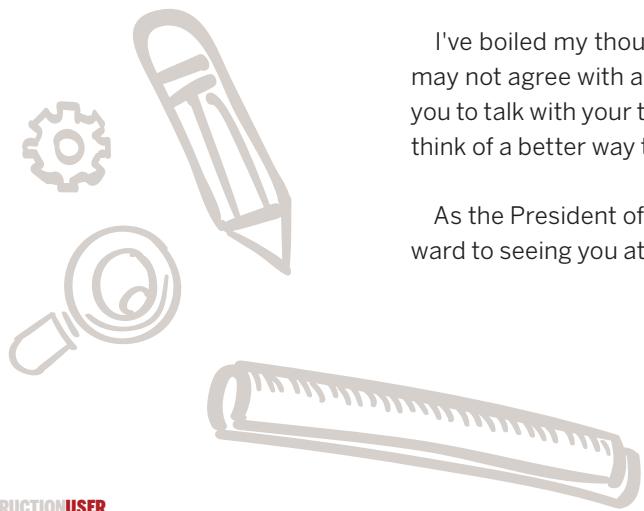
The centerpiece of the issue is a special section on last fall's Zero Injury Safety Awards® Gala, held at the stunning Washington National Cathedral, and a tribute to the 124 tripartite teams that together completed more than 28 million injury-free work hours (Page 18). I'm also pleased that several of our regular columnists — including Mark Breslin (Page 10) and Katharine Meyer (page 30) — chose to write about safety. I think you'll find their perspectives interesting and enlightening.

Sometimes we get caught in the trap of thinking that safety is a topic best left to safety professionals. And while it's true that contractors rely on their safety teams' knowledge and experience every day, when it comes to emphasizing the *importance* of safety on the jobsite, we all have a role to play. Everyone on the ground — from the youngest apprentice to the most seasoned general foreman — should understand this simple concept. And it doesn't end there; executives at the corporate level have a huge responsibility, too.

So with that in mind, I thought I would give you my perspective on safety in the modern union construction and maintenance industry. As someone lucky enough to lead a company that employs more than 1,100 union craftworkers each year and has a productive partnership with 11 building trades, I've witnessed firsthand how a vibrant safety culture can change everything from attitudes to profit margins.

I've boiled my thoughts down to what I call the "Safety Seven" (see facing page). You may not agree with all of my points, and that's fine — at the very least, I hope they spur you to talk with your team about what a real safety culture should look like. Again, I can't think of a better way to start 2020.

As the President of TAUC, I wish the best for each and every member — and I look forward to seeing you at our events throughout the year.





## 1. SAFETY HAS TO BE AN ACT OF COMMITMENT, NOT AN ACT OF COMPLIANCE.

Following safety rules shouldn't be something craftworkers feel they have to do. Nor should it be seen as a pain or a burden. It should be the expression of something bigger and more noble: you put safety first because you are committed to ensuring that you and everyone around you can go home to your families at the end of the day.

## 2. THE GOAL IS A SAFETY CULTURE, NOT A SAFETY PROGRAM.

If you think you're going to improve jobsite safety by relying only on PowerPoint presentations and motivational posters, you're in for a rude awakening. If it were that easy, we would have achieved permanent zero-injury jobsites 50 years ago. To ensure real, long-lasting change, you have to instill a true safety culture at your organization. That means giving your safety team the support it needs, leading by example and realizing that real change begins with people, not statistics on an Excel spreadsheet.

## 3. THERE IS NO "SILVER BULLET."

It takes many actions and processes, executed consistently over a long period of time, to establish a safety culture. I wish it were as easy as giving one great toolbox talk or inviting one incredible speaker to talk to your crews. But the truth is, there are no shortcuts — and this is a message that you, as a contractor, need to reinforce with your entire management team.

## 4. SAFETY IS A LINE-ITEM, OPERATIONAL TEAM RESPONSIBILITY.

The safety department is a technical resource to provide the operational teams with the knowledge, training, equipment and procedures necessary to perform work safely.

## 5. DISCIPLINE NEEDS TO BE PART OF THE SAFETY THOUGHT PROCESS.

However, you will never discipline your way to a great safety culture.

## 6. SAFETY NEEDS TO BE EMBRACED AND DRIVEN FROM THE TOP.

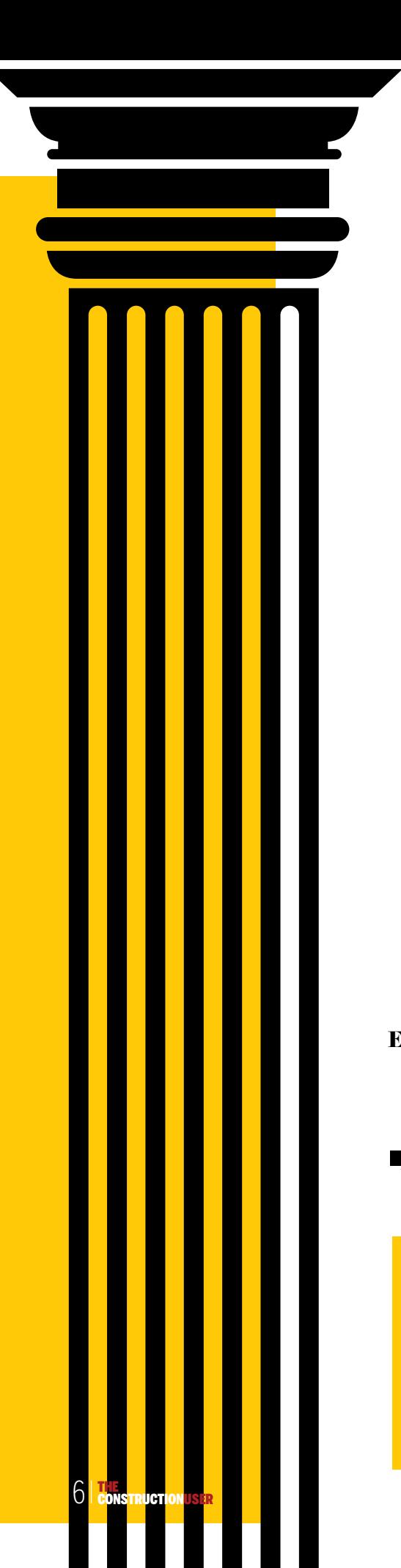
And it should come with a special focus on the individual tasks in the field.

## 7. THERE IS NO REASON NOT TO INVEST IN A GREAT SAFETY CULTURE.

It is the morally right thing to do for our employees, it leads to a better overall company culture, it is financially beneficial, and it improves the ability to pursue more work opportunities.

*I've witnessed firsthand how a vibrant safety culture can change everything from attitudes to profit margins.*



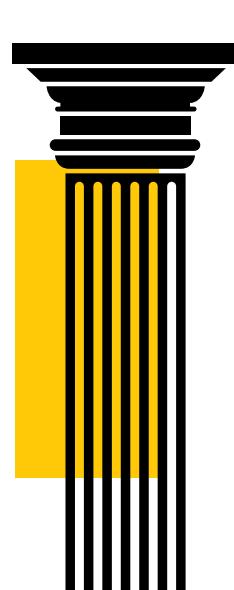


# The First Pillar

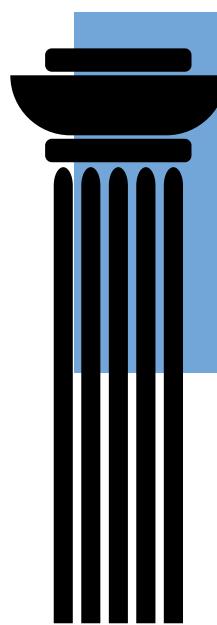
BY STEVE LINDAUER, TAUC CEO

Last year, TAUC's Board of Directors participated in a lengthy, wide-ranging strategic planning session to identify crucial aims and objectives for the association. Our primary goal remains a simple one: do everything we can to help our member contractors achieve success in the union construction and maintenance industry. Beyond that, we also identified, for the first time, four major pillars that define TAUC as an association:

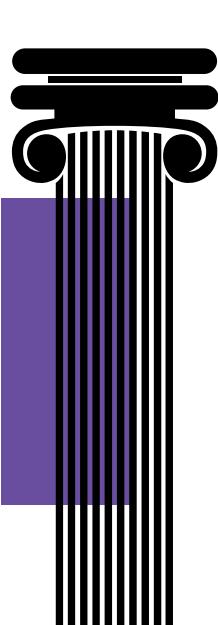
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**Innovation  
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These four pillars will serve as our guideposts over the next decade; they represent the areas where TAUC will concentrate its focus. One of the pillars — innovation and technology — is relatively new, but the fact that we chose to include it underscores how important technology already is to our industry, and that importance is growing by the day. That's why we created the new TAUC Innovation and Technology Committee, which met for the first time last December. We believe having a committee dedicated to innovation and technology — in the same way we have committees focusing on the other three pillars — will help to concentrate our members' energy and provide us with valuable guidance. It will also help as we continue to grow the Industrial Grade Innovation Conference and Expo (IGI).

Industrial relations, of course, has been a part of TAUC's "DNA" since the very beginning. Our predecessor organization, the National Erectors Association (NEA), was formed in 1969 for the express purpose of fostering better relationships between contractors and their partners at the Ironworkers; soon after, the other building trades also came into the fold, attracted by our emphasis on tripartite communication and mutual respect. And as for government affairs, in the last decade, we've dramatically increased our focus on legislative and regulatory activities at the national level. Our close proximity to the corridors of power in Washington, D.C., allow us a unique opportunity to ensure our members' voices are heard by congressmen and presidents alike.

Because this issue is dedicated to safety, I wanted to focus on the first and, frankly, most important pillar I listed. Our dedication to safety is reflected in the daily operations of TAUC as well as the hard work and leadership of our members over the decades. The Environmental Health and Safety (EHS) Committee is by far the largest of all our committees and has consistently attracted contractors ready and willing to go the extra mile. For instance,

the annual Thomas J. Reynolds Awards — one of the longest-running safety recognition programs in the industry — was named after a longtime NEA member who not only assisted OSHA in writing proposed construction safety standards but also was invited by Labor Secretary William Brock to join OSHA's Advisory Committee on Construction Safety and Health in 1986, becoming the first NEA member to participate on this prestigious panel.

Reynolds is just one example of members who have gone above and beyond in the pursuit of improved workplace safety. Late last year, we said goodbye to a true giant of our industry when Bernard Weir, the former head of Norris Brothers Construction Company in Cleveland, passed away at the age of 87 (see Page 33). Bernie was another longtime TAUC/NEA alumnus who always put safety first. He co-founded the Construction Substance Abuse Program, the first such program in Cleveland. He also served on ASME's B30 Standards Committee, and he helped author numerous safety standards for cranes, hoists, rigging hardware and other heavy construction equipment.

Over the years, numerous EHS Committee members have played important roles in the never-ending process of improving safety standards and regulations. TAUC is an active member of the ANSI A10 Accredited Standards Committee (ASC) for Construction and Demolition Operations. We were actively involved in the A10.13 standard for Steel Erection activities and have been proud to have committee members serve on the ASC. In addition, another longtime EHS Committee



**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).

---

member, Bill Hering of Matrix NAC, served a two-year term as employer representative on the Advisory Committee on Construction Safety and Health (ACCSH), which directly advises the Department of Labor.

I point out these various accomplishments not to brag, but to emphasize that for TAUC, safety is not merely a fad or a passing interest. It's an essential part of our mission and cannot be separated from who we are as an organization. As you read the numerous safety-focused articles in this issue and peruse the long list of Zero Injury Safety Awards® winners (see coverage beginning on Page 18), I hope you'll be encouraged to increase your own level of participation in improving safety in the coming year — whether it's through TAUC, at your own company or via any number of local organizations.

**Here's to a prosperous and safe 2020!**

**Our dedication to safety is reflected in the daily operations of TAUC as well as the hard work and leadership of our members over the decades.**

# Breaking Unsafe Routines

BY JIM DALEY, JJ WHITE



**Jim Daley** is the Chair of TAUC's Industrial Relations Committee and Executive Vice President of Operations for JJ White Inc.

**R**isk" is defined as a situation involving exposure to danger. In our industry, too many workers willingly put themselves at risk every day. According to OSHA, more than 4.1 million workers suffer a serious job-related injury or illness each year. The harsh reality is that most of these could be prevented by increasing the focus on prevention. It all starts with individuals recognizing unsafe behaviors before it's too late. I'd like to offer a few simple but effective suggestions on how to encourage zero at-risk behaviors on the jobsite.

Often individuals will place themselves at risk simply because they get caught up in a routine. As humans, we are susceptible

to falling into routines. It's easy to do the same thing over and over again because it requires no additional brainpower. A contractor who's been working in the industry for years knows the drill. The checklist is the same every time: make sure the materials get to the jobsite on time, ensure the schedule is up to date, check that everyone is wearing the proper PPE, etc.

But accidents happen when we fall into this pattern of activity. Why? Because we aren't alert and fail to recognize possible hazards. Many times, the person performing the unsafe act is unaware of the possible danger until someone else points it out. For example, people who text while

driving often claim they've done it a million times and nothing will happen, they know their surroundings. That's true — until they hit someone or cause a major accident. They believe they can beat the odds and avoid risk simply because they've done it more times than they can count.

The good news is that automatic routines can be broken — and more injuries prevented — by altering our perspective and putting a few simple procedures in place. Here are a couple of suggestions that almost every contractor can incorporate into the next job.

**Improve Jobsite Communication.** To successfully and safely complete the task at hand, each member of the crew needs to be aware of what fellow



workers are doing. If all lines of communication are open, risks are mitigated because each person not only is aware of their responsibilities but also knows what to expect from the people around them, too.

**Change the Workers' Mindset.** Another idea is to break the routine before the job even starts. How? By informing workers of the full scope of their work and their surroundings. Let them know that even though they've performed similar tasks many times in the past, the "same old same old" doesn't apply to this job. Emphasize the importance of being aware of the unique aspects of the job at hand. Talk about the danger of falling into mindless routines, too. Safe behaviors should be positively reinforced as often as possible.

Always remember that every recordable injury is not just a number, but rather reflects a person injured on your jobsite.

4.1 million workers suffer a serious job-related injury or illness each year.



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# Safety: A Leadership Belief at Every Level

BY MARK BRESLIN



**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.

Many of you have been around long enough to remember when safety was not a big deal in the industry. It was not valued. It was considered weak. It was an obstacle to production and profit. It simply was not valued a part of our industry ethos.

So what happened? How did safety go from being a zero to becoming the defining metric (alongside profit) and value system of organizational success?

In part, it was forced on the industry — by owners, end-users and insurance interests. But no one stakeholder can force an entire industry to change that profoundly. No, it took leadership at every level.

I can't remember the last time I spoke at a company anywhere in the U.S. or Canada when the meeting did not start with a safety moment. This conscious effort to drive values from the very top with great discipline is the key to safety as a belief system. And this should be the goal of leaders in our industry.

What does safety as a belief system look like in a healthy organization? Here are some of my top indicators:

1. **The driving message from top leadership is care, not compliance.**
2. **There is a clear understanding that cost should not be a barrier to safety.**
3. **Ownership of safety is taken at every level as a "want to," not a "have to."**
4. **Foremen have the leadership skills to build and sustain the belief system.**



## SAFETY FIRST

Many contractors sometimes overlook this last point. Foremen do not automatically possess the communication, motivation, evaluation and feedback skills to drive home safety as a belief system. Nuances in coaching skills may make all the difference, but the contractor often incorrectly assumes field leadership is already good to go. And finally, holding people accountable, especially co-workers who may be friends, can be very challenging to enact in the field.

Contractors who want to be best in class on safety should do what my clients do. (One of whom just finished 5 million hours without a lost-time incident.) Don't teach workers safety. Don't just give them metrics to meet. Give them the leadership tools they need to execute. Look past the content they must communicate. Look beyond the policies they must enforce. Go down another level to the foundational elements of their leadership. Communication. Motivation. Accountability. Empowerment. Providing skill training, group discussions,

resource materials and effective tactical advice will help them meet the expectations of your company — even if the actual subject of safety is not at the core of the assistance to them.

One significant challenge of sustaining a powerful belief system is constant reinforcement. Imagine how hard it is for a field leader to bring the energy and enthusiasm to the message year after year and communicate in a way that continues to shape behaviors, rather than fade into a repetitive drone that workers hear as "blah, blah, blah" after the hundredth time. Safety meetings, huddles, job walks and coaching cannot be check-the-box activities — they have to matter personally for that belief system to pay dividends.

As you look to 2020 and your safety priorities, don't forget that building and sustaining a belief system require commitment at every level. Your field leaders are on the front lines and deserve the tools and support to excel at this critical role.

# A Seat at the Table: TAUC, Technology & The Future of Our Industry

BY TODD MUSTARD

**T**AUC's Innovation and Technology Committee met for the first time on Dec. 9, 2019. The brand-new group is made up of construction managers as well as both general and specialty contractors. The goal of the committee is simple: to help our members navigate the complex world of construction innovation in all its forms, from robotics and advanced automation to augmented/virtual reality, wearable tech, engineering/design software and more. As staff liaison to the committee, I wanted to give a brief overview of our initial plans — and how you can become a part of this exciting new venture.

Each committee member is deeply involved in integrating new technology into their organizations and on jobsites. They are dedicated to finding solutions to the tech-related challenges our members deal with every day. For instance: faced with a seemingly infinite array of high-tech products and services, how do you determine which ones are right for your company and market sector? How much should you invest? How do you convince "old school" workers and executives that it's time to change? And what's the best way to train your workforce on next-generation software and tools?

The creation of this tech-centered committee is the latest concrete action by TAUC to help our members thrive on the cutting edge of the industrial construction and maintenance industry. It follows the launch in 2018 of the annual Industrial Grade Innovation Conference and Expo (IGI), a one-of-a-kind event that brings together technology firms with contractors, building-trades leaders and the

owner-client community. And in 2019, the TAUC Board of Directors officially recognized innovation and technology as one of four core "pillars" that serve as our philosophical foundation and define our mission as a trade association (see TAUC CEO Steve Lindauer's article on Page 6).

With these major puzzle pieces in place, the stage is set for the TAUC Innovation and Technology Committee to make real headway and focus on the issues that truly matter to our members. How? By functioning as a direct feedback mechanism to TAUC leadership. The chairman of the committee — who will be selected in May — will sit on the Board of Directors. For the first time in association history, members interested in the potential for technology to transform our industry will literally have a seat at the table. Our goal is to solicit feedback from members about their most important tech-related challenges and then communicate those thoughts directly to the Board — which will, in turn, help shape TAUC's overall strategic direction. Our agenda will be created from the ground up, not from the top down. But for the process to work, we need to hear from you.

**Todd Mustard** is TAUC's Vice President of Industry Innovation & Government Affairs. He can be reached at [tmustard@tauc.org](mailto:tmustard@tauc.org).



To get things started, I thought I'd share some of the topics members have flagged as crucial to the success of their own company-level technology initiatives:

- **Lack of bandwidth availability (Wi-Fi, cell coverage) at remote jobsites.** Many of the latest and most efficient high-tech products require Internet access, but oftentimes clients require contractors to follow "intrinsically safe" policies that forbid the use of most mobile phones and tablets on the jobsite.

*Continued on page 34*



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# Women in Construction — Beyond PPE

BY KATHLEEN DOBSON



**Kathleen Dobson** is the Vice Chair of the TAUC EHS Committee and Safety Director for Alberici Constructors.

In the last issue of *The Construction User*, I addressed concerns specifically related to personal protective equipment (PPE) for women in our industry. This time, I want to broaden my focus and discuss other important issues women in the trades face every day that require our attention, too.

In the mid-1990s, Chicago Women in Trades and NIOSH conducted surveys and research studies with tradeswomen. Key findings were similar in both studies and included workplace culture, sanitary facilities, PPE, ergonomics, reproductive hazards, and health and safety training. The prevalence of a hostile workplace, restricted access to sanitary toilets, protective clothing that didn't fit, equipment that was sized improperly and poor on-the-job training were all addressed. These significant issues adversely affected the ability of women to perform their jobs safely. OSHA's Health and Safety of Women in Construction (HASWIC) work group used the information in these surveys in a major report, "Women in the Construction Workplace: Providing Equitable Safety and Health Protection," issued in 1999.

Many of the problems outlined in the HASWIC report still exist in 2020 and can be addressed through engineering, behavioral or administrative controls. Here's a quick look at some of the outstanding issues.

**Workplace culture issues** included isolation, bullying or psychological intimidation, violence, harassment, and threats. These issues — identified more than 20 years ago — are still reported, as identified in the October 2016 National Safety Council article "Women and Safety" and



the October 2018 #metoo report in *ENR*. When someone new (male, female, gender-different, racially different, religious-different) enters the construction workplace, rather than accepting them, educating them and embracing their differences, they are often met with hatred, violence or disdain, and attempts are made to make them uncomfortable enough to leave the industry.

**Sanitation** was also identified as an issue in the 1990s surveys and remains a problem today. OSHA requires a minimum number of toilets on jobsites but does not address having separate toilets for men and women. When contractors focus on meeting only the minimum requirements, a woman may have to share a portable toilet with upward of 40 or 50 men. At break times, having a place to wash before and after toileting and dealing

with menstrual concerns can be a real challenge.

**PPE:** As I discussed in my last column, some manufacturers are very keen on producing PPE that fits and is functional and comfortable. However, others are not willing to invest research dollars into developing PPE that is going to be used by only 3% to 5% of the industry. If PPE is not available when needed, women are often forced to use ill-fitting PPE. A study by the University of Washington indicated that women do not report ill-fitting PPE because they are worried about being laid off or labeled a complainer. PPE needs to fit, be comfortable and function. It's a matter of inclusion and equity, not just equality, and everyone needs to work to accomplish that.

*Continued on page 34*

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# The Power of Connection

BY PATRICK BAKER



**Patrick Baker** is Chair of the TAUC LEO Committee and Executive Director of the Great Lakes Fabricators & Erectors Association.

**L**ooking ahead to the new year, there are many reasons to be optimistic about the state of the union construction and maintenance industry. Business is booming in several sectors, and the outlook for 2020 (and beyond) appears bright. A busy contractor is a happy contractor — and right now, there are a lot of happy contractors!

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But with the new surge in work comes many challenges. We all know firsthand how difficult it is to find and recruit the skilled craft-workers we need to meet the incredible demand from our clients. Meanwhile, competition from the non-union sector remains fierce, uncertainty over multiemployer pension reform looms over the industry like a dark cloud, and many contractors face increasing pressure to make significant investments in new technology so that they don't fall behind. And those are just the work demands. We haven't even talked about finding enough time for our families, friends and communities.

Faced with such a packed schedule week in and week out, many professionals feel as though they have no choice but to cut back on other industry commitments, such as participating in trade association meetings and serving on committees. I can understand the thinking behind such decisions, but I would argue it's nevertheless a mistake. It may sound counterintuitive at first, but the best time to reach out and interact with industry peers is when your workload is at its maximum and you're feeling *more* pressure to perform, not less.

That may sound more than a little self-serving, right? Not only do I chair TAUC's Local Employer Organization (LEO) Committee, I also serve as Executive Director of the Great Lakes Fabricators & Erectors Association (GLFEA), a LEO based in the Detroit area. Of course it's in my best interest to have more contractors participate in TAUC and GLFEA — but it's in their best interest, too! Why? It's all about connection.

An organization like TAUC brings together professionals eager to share experiences and offer advice on a myriad of issues. The LEO Committee is a great example. At each meeting, LEO leaders from across the country gather to talk about what's happening in their respective regions. They candidly share both triumphs and challenges. If they feel "stuck" and unsure of how to proceed on a certain issue, other LEOs are there to weigh in with their own experience. It turns out that no matter how unique you think your problem is, someone else has probably dealt with it — and is more than willing to help you weather the storm!

At every LEO meeting I've attended, members walk away with more information than when they started. Here's a typical scenario: a LEO executive will mention a campaign her group started to recruit high school students into the trades. It will turn out



that several members are thinking about starting similar campaigns, so they ask her questions: how did you get started? Whom did you reach out to at the school district? What kind of a budget did you set? The LEO exec then shares all the promotional materials her group created so that others can gain inspiration and ideas for their own recruiting efforts back home. Email addresses are exchanged, and a series of new connections has been made!

Now let me ask you: does that kind of interaction sound like it will make your job easier or more difficult? I think the answer is obvious. No matter how busy you are — no matter how many pressures you face — connecting with peers in a respectful and trusting environment is always a wise investment of your time.

I'm sure you've made your New Year's resolutions. But I'm going to ask you to make one more: commit to becoming more involved in your local and national associations this year and making more professional connections. You'll be surprised how many of those "job contacts" turn into friendships.

If you're a LEO member — or a LEO who would like to join TAUC — of course I'd love to see you attend our meetings and experience firsthand the kind of powerful connections I'm talking about. Just contact our LEO Staff Liaison, David Acord, at [dacord@tauc.org](mailto:dacord@tauc.org), for more information.

This invitation applies to the entire industry, too. You may not be a LEO, but if you're a contractor, safety professional or industry supplier, there's a seat at the TAUC table for you. Resist the urge to "go it alone" and face the challenges of business on your own. When we connect with one another, we not only grow stronger individually, we strengthen the future of our entire industry.

**Here's to a great (and busy) 2020!**

*...the best time  
to reach out and  
interact with  
industry peers  
is when your  
workload is at its  
maximum and  
you're feeling  
more pressure to  
perform, not less.*

# On Capitol Hill, A Year-End Victory — But Pension Challenges Remain

BY JIM KOLB, PARTNER, SUMMIT STRATEGIES GOVERNMENT AFFAIRS LLC



**Jim Kolb** is a partner with Summit Strategies Government Affairs LLC.

The end of the first session of the 116th Congress has been a flurry of activity. While much of the focus has been on the impeachment of President Donald Trump, lawmakers have chalked up numerous unexpected legislative accomplishments as they left Washington for the holidays.

Both the House and the Senate passed the \$738 billion National Defense Authorization Act for Fiscal Year 2020 and a \$1.4 trillion Fiscal Year 2020 spending package — which included repeal of the Affordable Care Act's excise tax on high-cost employer-sponsored health care plans (the "Cadillac Tax") and addressed mineworker health care and pension benefits. The House also passed the renegotiated U.S., Mexico and Canada trade agreement, with Senate consideration expected to occur early this year.

The full repeal of the 40% "Cadillac Tax" on joint labor-management health plans has been a TAUC priority since the tax was enacted in 2010. The tax would have penalized employers who provided health care benefits for factors out of their control, such as employers with a large number of workers with chronic or serious diseases or injuries or employers in areas where health care costs are high. Earlier in the year, the House passed free-standing legislation repealing this tax by a bipartisan vote of 419-6, and companion legislation in the Senate had 63 bipartisan co-sponsors, demonstrating the significant support for eliminating this tax on employers.

## Pension Reform: Maybe Next Time

Despite all the major legislation and significant spending, federal policymakers once again did not address the looming multiemployer pension crisis. Instead, they acted to shore up just the United Mine Workers pension plan, leaving nearly 125 other failing multiemployer pension plans to find another legislative vehicle down the road.

The October bankruptcy of Murray Energy, the last major contributing employer to the mineworkers' pension plan, significantly increased pressure on Congress to act to prevent the insolvency of the plan. While we believe this failure to act on broad reform threatens to undermine the entire multiemployer pension system and continues the significant uncertainty for participants in these plans and the signatory employers who contribute to them, this action demonstrates that Congress recognizes the importance of federal action to address the looming crisis.

## Senate Proposal Stokes Cost Concerns

Earlier in the month, there was hope that Congress would include broad multiemployer pension reform in the end-of-year spending package when Sens. Chuck Grassley (R-Iowa) and Lamar Alexander (R-Tenn.) issued the Multiemployer Pension Recapitalization and Reform Plan. This discussion paper was deemed an effort to kick off negotiations and advance efforts to address failing plans and provide reforms to modernize the multiemployer pension system. Unfortunately, the paper raised serious concerns with stakeholders, and it became obvious that broader reform was once again going to have to wait.

The core of the Grassley-Alexander proposal was to allow failing plans to partition liabilities to remain solvent. While there seems to be consensus that this approach could work to restore the solvency of distressed plans, the primary concern



*The full repeal of the 40% "Cadillac Tax" on joint labor-management health plans has been a TAUC priority since the tax was enacted in 2010.*



remains over how to pay for it. Grassley-Alexander would have the “system” pay the estimated \$4.7 billion in annual cost for this program through premium increases, a series of fees and copays. Most objective stakeholders have said that the magnitude of the cost under the proposal on signatory employers would be unsustainable and would drive many employers from the multiemployer system. It also raises questions over whether it is fair for plans that have been increasing contributions and limiting participant accruals and successfully meeting their obligations to pay for the small number of plans that are projected to become insolvent.

Specifically, the proposal calls for increasing PBGC premiums from \$29 to \$80 per participant and imposing a new variable-rate premium based on the plans’ unfunded current liability, capped at \$250 per participant. According to the National Coordinating Committee on Multiemployer Plans (NCCMP), the proposal would increase PBGC premiums from 1.1% of contributions to 16.5% of contributions. NCCMP also calculates that this would increase revenue from \$310 million in 2019 to between \$4.6 billion and \$4.9 billion annually. Besides increased premiums, unions and participating employers would also have to pay a monthly fee of \$2.50 per active employee covered under the plan. Finally, plans would be responsible for collecting and making copayments to the PBGC on behalf of all retirees ranging from 3% to 10%.

Besides the direct cost of PBGC premiums and additional fees, the discussion

paper also calls for plans to use a discount rate that is capped at no higher than 6%. Lower investment assumptions would require significantly higher employer contributions, putting more multiemployer plans at risk of insolvency.

The result of these premium increases, fees and policies would dramatically drive up costs on contributing employers and increase contribution rates. This proposal was best described by North American Building Trades Union President Sean McGarvey as “punitive requirements on plans, participants, employers and unions.” If these new excessive premiums, fees and taxes were to take effect, the result would be to drive signatory employers and their active workforce out of the multiemployer pension system. This is the exact opposite policy objective any comprehensive multiemployer pension reform should strive to achieve.

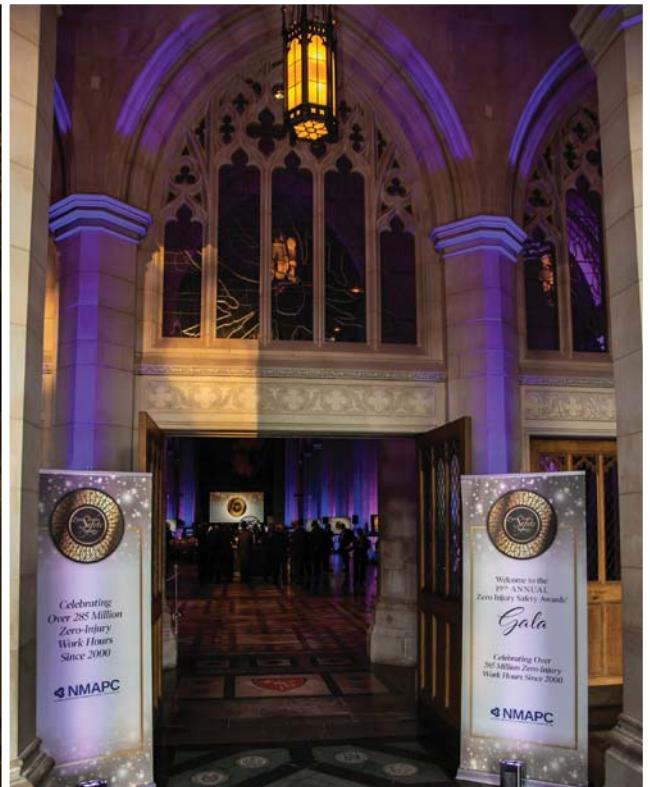
#### **Hope for Hybrid Plans Remains**

The Grassley-Alexander proposal would authorize the use of hybrid composite plans. TAUC and our construction industry and building trades union partners have long supported legislation to authorize the voluntary use of innovative plan designs that would allow multiemployer plan trustees to ensure that plan participants continue to have lifetime retirement

security in the future at no cost to the federal government or to multiemployer pension plan participants. Authorizing composite plans would protect contributing employers from market volatility and unfunded pension liabilities and would be critical to maintaining the viability of contributing employers and strengthening the multiemployer system.

While there are serious concerns over aspects of the Grassley-Alexander discussion draft, we are hopeful this will be a starting point for bipartisan negotiations on comprehensive multiemployer pension reform. We look forward to continuing to work with Congress to find a path forward on efforts to not just rescue failing plans but also take steps to strengthen the entire system while not harming plans that are financially healthy. We will also continue to protect the interest of contributing employers by fighting unsustainable PBGC premium increases and contribution rate increases and authorizing the voluntary use of composite plans. The time for Congress to act is now. It is critical to the long-term viability of the multiemployer system and the competitiveness of construction employers contributing to multiemployer pension plans.

# A Night to Remember in Washington





On Thursday, Oct. 24, 2019, the National Maintenance Agreements Policy Committee, Inc.'s (NMAPC) 19th annual Zero Injury Safety Awards® (ZISA®) Gala was held at a new venue — the spectacular, awe-inspiring Washington National Cathedral. It was the perfect location to recognize those in our industry who have worked so hard to ensure that every worker who steps onto a jobsite goes home safely at the end of the day.

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. A total of 124 tripartite teams won Zero Injury Safety Awards® totaling more than 28 million hours worked without a recordable injury in 2018.

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

RMF Nooter, Inc. (contractor), BP Products North America, Inc. (owner) and Northwest Ohio Building Trades Council (building trades) for 2,305,174 injury-free hours worked at the Toledo Refinery in Oregon, Ohio (see picture, below).

Other top category winners included:

**Silver Star** (between 500,000 and 999,999 injury-free work hours): George V. Hamilton, Inc. (contractor), Cardinal Operating Company (owner) and the Upper Ohio Valley Building Trades Council (building trades) won the top Silver Star Award for 862,527 injury-free work hours performed at the Cardinal Plant in Brilliant, Ohio.

**Bronze Star** (between 200,000 and 499,999 injury-free work hours): Enerfab Power & Industrial, Inc. (contractor), FirstEnergy Corp. (owner) and the Upper Ohio Valley Building Trades Council (building trades) won the top Bronze Star award for 496,054 injury-free work hours performed at the W. H. Sammis Plant in Stratton, Ohio.

**Congratulations to all of this year's winners!**

### Top ZISA Gold Star Award Winners





# 2019 ZISA Winner Groups

## Certificates of Merit

### GROUP 1

Scheck Mechanical  
Southern Illinois Power Cooperative  
Boilermakers Local Union No. 363  
50,000 Work Hours  
Marion Generating Station  
Marion, IL

### GROUP 2

API, Inc.  
Alliant Energy  
Carpenters Local Union No. 1260  
52,247 Work Hours  
Ottumwa Generating Station  
Ottumwa, IA

### GROUP 3

O'Connor Corporation  
Granite Shore Power  
New Hampshire State Building  
Trades Council  
52,907 Work Hours  
Merrimack Station  
Bow, NH

### GROUP 4

AZCO Inc.  
Upper Michigan Energy Resources  
Michigan Building Trades Council  
53,552 Work Hours  
F.D. Kuester Generating Station  
Negaunee, MI

### GROUP 5

McCarl's Inc.  
BASF Corporation  
Beaver County Building  
Trades Council  
55,646 Work Hours  
Monaca Plant  
Monaca, PA

### GROUP 6

Brock Industrial Services  
Stepan Company  
Carpenters Local Union No. 174  
59,012 Work Hours  
Millsdale Plant  
Elwood, IL

### GROUP 7

Babcock & Wilcox Construction  
Co., LLC  
Lightstone Generation LLC  
Tri-State Building Trades Council  
69,531 Work Hours  
Gavin Power Plant  
Cheshire, OH

### GROUP 8

Construction & Turnaround  
Services, LLC  
CHS Inc.  
Southeastern Montana Building  
Trades Council  
70,000 Work Hours  
Laurel Refinery  
Laurel, MT

### GROUP 9

Brock Industrial Services  
Procter & Gamble Fabric and  
Home Care  
Carpenters Local Union No. 372  
71,859 Work Hours  
Lima Plant  
Lima, OH

### GROUP 10

Barton Malow Company  
Consumers Energy  
Michigan Building Trades Council  
72,531 Work Hours  
Freedom Compressor Station  
Manchester, MI

### GROUP 11

Gribbins Insulation Company  
Ashland Inc.  
Insulators Local Union No. 37  
73,108 Work Hours  
Calvert City Plant  
Calvert City, KY

### GROUP 12

Pioneer Pipe, Inc.  
Constellium Rolled Products  
Ravenswood, LLC  
Parkersburg-Marietta Building  
Trades Council  
73,825 Work Hours  
Ravenswood Plant  
Ravenswood, WV

### GROUP 13

Chapman Corporation  
TC Energy  
Upper Ohio Valley Building  
Trades Council  
83,971 Work Hours  
Lone Oak Compressor Station  
Cameron, WV

### GROUP 14

Chapman Corporation  
MarkWest Energy Partners, L.P.  
Pittsburgh Building Trades Council  
84,136 Work Hours  
Houston Plant  
Houston, PA

### GROUP 15

BMWC Constructors, Inc.  
LyondellBasell  
Will and Grundy Counties Building  
Trades Council  
86,294 Work Hours  
Equistar Chemical Plant  
Morris, IL

## GROUP 16

Burnham Industrial Contractors  
GenOn  
Lawrence County Building  
Trades Council  
90,392 Work Hours  
New Castle Power Station  
New Castle, PA

## GROUP 17

Triangle Enterprises, Inc.  
Arkema, Inc.  
Insulators Local Union No. 37  
92,030 Work Hours  
Calvert City Plant  
Calvert City, KY

## GROUP 18

BMWC Constructors, Inc.  
Nutrien  
Lima Building Trades Council  
112,000 Work Hours  
Lima Nitrogen Plant  
Lima, OH

## GROUP 19

Fluor Constructors  
International, Inc.  
Cargill, Inc.  
Northwestern Indiana Building  
Trades Council  
130,270 Work Hours  
Hammond Plant  
Hammond, IN

## GROUP 20

### NORTHERN INDIANA PUBLIC SERVICE CO. (NIPSCO)

Solid Platforms, Inc.  
Northern Indiana Public Service Co. (NIPSCO)  
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office  
67,207 Work Hours  
Michigan City Generating Station  
Michigan City, IN

Solid Platforms, Inc.  
Northern Indiana Public Service Co. (NIPSCO)  
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office  
64,434 Work Hours  
Bailly Generating Station  
Chesterton, IN

## GROUP 21

### PUBLIC SERVICE ENTERPRISE GROUP (PSEG)

Matrix North American Construction, Inc.  
Public Service Enterprise Group (PSEG)  
Middlesex County Building Trades Council  
68,846 Work Hours  
Sewaren Generating Station  
Woodbridge, NJ

Brock Industrial Services  
Public Service Enterprise Group (PSEG)  
Carpenters Local Union No. 326  
64,929 Work Hours  
Bridgeport Generating Station  
Bridgeport, CT

## GROUP 22

MPW Environmental Services, Inc.  
Cardinal Operating Company  
Painters (IUPAT) District Council 53  
147,299 Work Hours  
Cardinal Plant  
Brilliant, OH

## GROUP 23

Gribbins Insulation Company  
Alcoa Inc.  
Insulators Local Union No. 37  
147,817 Work Hours  
Warrick Operations  
Newburgh, IN

## GROUP 24

Brock Industrial Services  
CITGO Petroleum Corporation  
Carpenters Local Union No. 174  
155,812 Work Hours  
Lemont Petroleum Refinery  
Lemont, IL

## GROUP 25

Commercial Contracting Corporation  
Marathon Petroleum Corporation  
Michigan Building Trades Council  
158,393 Work Hours  
Detroit Refinery  
Detroit, MI

## GROUP 26

Chapman Corporation  
The Williams Companies, Inc.  
Upper Ohio Valley Building Trades Council  
172,251 Work Hours  
Moundsville Plant  
Moundsville, WV

## GROUP 27

ARCELORMITTAL

Tranco Industrial Services, Inc.  
ArcelorMittal  
Laborers Local Union No. 81  
79,381 Work Hours  
Burns Harbor Plant  
Burns Harbor, IN

Stevens Engineers & Constructors, Inc.  
ArcelorMittal  
Cleveland Building Trades Council  
92,885 Work Hours  
Cleveland Plant  
Cleveland, OH



## GROUP 28

**Enerfab Power & Industrial, Inc.**  
**Primary Energy Recycling Corporation**  
Boilermakers Local Union No. 374  
174,900 Work Hours  
Cokenergy, LLC Plant  
East Chicago, IL

## GROUP 29

**Burnham Industrial Contractors**  
NRG Energy, Inc.  
Johnstown Building Trades Council  
183,031 Work Hours  
Homer City Generating Station  
Homer City, PA

## GROUP 30

**DUKE ENERGY CORPORATION**  
**BMWC Constructors, Inc.**  
Duke Energy Corporation  
Butler County Building Trades Council  
58,000 Work Hours  
Woodsdale Generating Station  
Trenton, OH

**Industrial Contractors Skanska**  
Duke Energy Corporation  
Southwestern Indiana Building Trades Council  
131,225 Work Hours  
Gibson Station  
Owensville, IN

## GROUP 31

**AK STEEL**  
**Solid Platforms, Inc.**  
AK Steel  
Michigan Regional Council of Carpenters  
56,027 Work Hours  
Dearborn Works  
Dearborn, MI

**Thermal Solutions, Inc.**  
AK Steel  
Butler County Building Trades Council  
145,491 Work Hours  
Middletown Works  
Middletown, OH

## GROUP 32

**FORD MOTOR COMPANY**  
Conti Corporation  
Ford Motor Company  
Michigan Building Trades Council  
91,517 Work Hours  
Flat Rock Assembly Plant  
Flat Rock, MI

Aristeo Construction  
Ford Motor Company  
Michigan Building Trades Council  
119,523 Work Hours  
Allen Park Complex  
Allen Park, MI

## GROUP 33

**VISTRA ENERGY**  
Enerfab Power & Industrial, Inc.  
Vistra Energy  
Boilermakers Local Union No. 105  
129,836 Work Hours  
Miami Fort Power Station  
North Bend, OH

Enerfab Power & Industrial, Inc.  
Vistra Energy  
Boilermakers Local Union No. 105  
158,349 Work Hours  
William H. Zimmer Station  
Moscow, OH

## GROUP 34

### OHIO VALLEY ELECTRIC CORPORATION

Thermal Solutions, Inc.  
Ohio Valley Electric Corporation  
Tri-State Building Trades Council  
147,370 Work Hours  
Kyger Creek Power Plant  
Cheshire, OH

Enerfab Power & Industrial, Inc.  
Ohio Valley Electric Corporation  
Tri-State Building Trades Council  
156,113 Work Hours  
Kyger Creek Power Plant  
Cheshire, OH

## GROUP 35

### HUSKY ENERGY, INC.

Nooter Construction Company  
Husky Energy, Inc.  
Lima Building Trades Council  
83,844 Work Hours  
Lima Refinery  
Lima, OH

Construction & Turnaround Services, LLC  
Husky Energy, Inc.  
Lima Building Trades Council  
137,401 Work Hours  
Lima Refinery  
Lima, OH

Construction & Turnaround Services, LLC  
Husky Energy, Inc.  
Lima Building Trades Council  
93,077 Work Hours  
Lima Refinery  
Lima, OH



## GROUP 36

### BP PRODUCTS NORTH AMERICA, INC.

Brock Industrial Services  
BP Products North America, Inc.  
Insulators Local Union No. 17  
125,303 Work Hours  
Whiting Refinery  
Whiting, IN

Graycor Industrial Constructors Inc.  
BP Products North America, Inc.  
Northwestern Indiana Building  
Trades Council  
117,939 Work Hours  
Whiting Refinery  
Whiting, IN

Nooter Construction Company  
BP Products North America, Inc.  
Boilermakers Local Union No. 374  
54,110 Work Hours  
Whiting Refinery  
Whiting, IN

BMWC Constructors, Inc.  
BP Products North America, Inc.  
Northwestern Indiana Building  
Trades Council  
51,275 Work Hours  
Whiting Refinery  
Whiting, IN

## GROUP 37

### UNITED STATES STEEL CORPORATION

Solid Platforms, Inc.  
United States Steel Corporation  
Keystone Mountain Lakes Regional  
Council of Carpenters  
180,462 Work Hours  
Clairton Works  
Clairton, PA

Stevens Engineers &  
Constructors, Inc.  
United States Steel Corporation  
Northwestern Indiana Building  
Trades Council  
95,151 Work Hours  
Gary Works  
Gary, IN

Matrix North American  
Construction, Inc.  
United States Steel Corporation  
Northwestern Indiana Building  
Trades Council  
89,592 Work Hours  
Gary Works  
Gary, IN

Matrix North American  
Construction, Inc.  
United States Steel Corporation  
Northwestern Indiana Building  
Trades Council  
74,740 Work Hours  
Gary Works  
Gary, IN

AMS Mechanical Systems, Inc.  
United States Steel Corporation  
United Association Local Union  
No. 597  
66,123 Work Hours  
Gary Works  
Gary, IN

## GROUP 38

### AMERICAN ELECTRIC POWER

George V. Hamilton, Inc.  
American Electric Power  
Upper Ohio Valley Building  
Trades Council  
80,746 Work Hours  
Mitchell Power Plant  
Moundsville, WV

StructSure Scaffold Solutions, LLC  
American Electric Power  
Tri-State Building Trades Council  
79,043 Work Hours  
Mountaineer Power Plant  
New Haven, WV

StructSure Scaffold Solutions, LLC  
American Electric Power  
Tri-State Building Trades Council  
193,123 Work Hours  
Big Sandy Plant  
Louisa, KY

Thermal Solutions, Inc.  
American Electric Power  
Tri-State Building Trades Council  
127,254 Work Hours  
Big Sandy Plant  
Louisa, KY

Day & Zimmermann NPS, Inc.  
American Electric Power  
Southwestern Virginia Building  
Trades Council  
95,507 Work Hours  
Clinch River Power Plant  
Cleveland, VA

## GROUP 39

### GENERAL MOTORS COMPANY LLC

Superior Electric Great Lakes  
Company  
General Motors Company LLC  
IBEW Local Union No. 948  
61,124 Work Hours  
Flint Truck Assembly  
Flint, MI

Superior Electric Great Lakes  
Company  
General Motors Company LLC  
IBEW Local Union No. 948  
58,499 Work Hours  
Flint Engine South GMPT  
Flint, MI

Barton Malow Company  
General Motors Company LLC  
Fort Worth Building Trades Council  
57,006 Work Hour  
Arlington Assembly Plant  
Arlington, TX

Atlas Industrial Contractors, LLC  
General Motors Company LLC  
South Central Indiana Building  
Trades Council  
56,024 Work Hours  
Bedford Foundry GMPT  
Bedford, IN



## GROUP 40

### FIRSTENERGY CORPORATION

Burnham Industrial Contractors  
FirstEnergy Corp.  
Upper Ohio Valley Building  
Trades Council  
102,494 Work Hours  
*W. H. Sammis Plant*  
Stratton, OH

Minnotte Contracting  
FirstEnergy Corp.  
North Central West Virginia Building  
Trades Council  
97,398 Work Hours  
*Fort Martin Power Station*  
Maidsvile, WV

MPW Environmental Services, Inc.  
FirstEnergy Corp.  
Painters (IUPAT) District Council 53  
81,803 Work Hours  
*Harrison Power Station*  
Haywood, WV

Burnham Industrial Contractors  
FirstEnergy Corp.  
Beaver County Building  
Trades Council  
72,026 Work Hours  
*Bruce Mansfield Plant*  
Shippingport, PA

Burnham Industrial Contractors  
FirstEnergy Corp.  
North Central West Virginia Building  
Trades Council  
70,668 Work Hours  
*Harrison Power Station*  
Haywood, WV

McCarl's Inc.  
FirstEnergy Corp.  
Beaver County Building  
Trades Council  
53,655 Work Hours  
*Bruce Mansfield Plant*  
Shippingport, PA

Minnotte Contracting  
FirstEnergy Corp.  
North Central West Virginia Building  
Trades Council  
185,612 Work Hours  
*Pleasants Power Station*  
Willow Island, WV

Chemsteel Construction Company  
FirstEnergy Corp.  
Beaver County Building  
Trades Council  
162,107 Work Hours  
*Bruce Mansfield Plant*  
Shippingport, PA

MPW Environmental Services, Inc.  
FirstEnergy Corp.  
Painters (IUPAT) District  
Council 53  
161,766 Work Hours  
*W. H. Sammis Plant*  
Stratton, OH

Chemsteel Construction Company  
FirstEnergy Corp.  
Upper Ohio Valley Building  
Trades Council  
160,958 Work Hours  
*W. H. Sammis Plant*  
Stratton, OH

Minnotte Contracting  
FirstEnergy Corp.  
North Central West Virginia Building  
Trades Council  
132,365 Work Hours  
*Fort Martin Power Station*  
Maidsvile, WV

Minnotte Contracting  
FirstEnergy Corp.  
North Central West Virginia Building  
Trades Council  
126,568 Work Hours  
*Harrison Power Station*  
Haywood, WV

Commercial Contracting  
Corporation  
General Motors Company LLC  
Greater Kansas City Building  
Trades Council  
50,135 Work Hours  
*Fairfax Assembly Plant*  
Kansas City, KS

The State Group Industrial  
(USA) Limited  
General Motors Company LLC  
Buffalo and Vicinity Building  
Trades Council  
163,429 Work Hours  
*Tonawanda Engine Plant*  
Tonawanda, NY

Superior Electric Great Lakes  
Company  
General Motors Company LLC  
IBEW Local Union No. 948  
107,658 Work Hours  
*Flint Truck Assembly*  
Flint, MI

The State Group Industrial  
(USA) Limited  
General Motors Company LLC  
Niagara County Building  
Trades Council  
74,693 Work Hours  
*GMCH Lockport Operations*  
Lockport, NY

Commercial Contracting  
Corporation  
General Motors Company LLC  
Northwest Ohio Building Trades  
Council  
67,499 Work Hours  
*GPS, Toledo Transmission  
Operations*  
Toledo, OH

Aristeo Installation, LLC  
General Motors Company LLC  
Michigan Building Trades Council  
63,242 Work Hours  
*Flint Truck Assembly*  
Flint, MI



## Bronze Star

### GROUP 41

Smart Energy Insulation -  
Toledo Mechanical  
Husky Energy, Inc.  
**Lima Building Trades Council**  
207,933 Work Hours  
*Lima Refinery*  
*Lima, OH*

### GROUP 42

Enerfab Power & Industrial, Inc.  
Indiana-Kentucky Electric  
Corporation  
**Floyd and Clark Counties Building  
Trades Council**  
209,504 Work Hours  
*Clifty Creek Power Plant*  
*Madison, IN*

### GROUP 43

Solid Platforms, Inc.  
Northern Indiana Public Service Co.  
(NIPSCO)  
**Indiana/Kentucky/Ohio Regional  
Council of Carpenters -  
Northern Office**  
211,688 Work Hours  
*R. M. Schahfer Generating Station*  
*Wheatfield, IN*

### GROUP 44

Chapman Corporation  
Covestro LLC  
**Upper Ohio Valley Building  
Trades Council**  
212,293 Work Hours  
*New Martinsville Plant*  
*New Martinsville, WV*

### GROUP 45

Conti Corporation  
General Motors Company LLC  
**Fort Worth Building Trades Council**  
223,458 Work Hours  
*Arlington Assembly Plant*  
*Arlington, TX*

### GROUP 46

Matrix North American  
Construction, Inc.  
ArcelorMittal  
**Northwestern Indiana Building  
Trades Council**  
228,006 Work Hours  
*Burns Harbor Plant*  
*Burns Harbor, IN*

### GROUP 47

Burnham Industrial Contractors  
FirstEnergy Corp.  
**North Central West Virginia Building  
Trades Council**  
231,928 Work Hours  
*Fort Martin Power Station*  
*Maidsville, WV*

### GROUP 48

Superior Electric Great Lakes  
Company  
General Motors Company LLC  
IBEW Local Union No. 948  
239,209 Work Hours  
*Flint Truck Assembly*  
*Flint, MI*

### GROUP 49

Conti Corporation  
General Motors Company LLC  
**Michigan Building Trades Council**  
244,903 Work Hours  
*Flint Truck Assembly*  
*Flint, MI*

### GROUP 50

Matrix North American  
Construction, Inc.  
BP Products North America, Inc.  
**Northwestern Indiana Building  
Trades Council**  
256,889 Work Hours  
*Whiting Refinery*  
*Whiting, IN*

### GROUP 51

Bilfinger Industrial Services Inc.  
Procter & Gamble Hair Care LLC  
**Cedar Rapids Building  
Trades Council**  
264,995 Work Hours  
*Iowa City Beauty Care Plant*  
*Iowa City, IA*

### GROUP 52

Solid Platforms, Inc.  
ArcelorMittal  
**Indiana/Kentucky/Ohio Regional  
Council of Carpenters -  
Northern Office**  
267,926 Work Hours  
*Burns Harbor Plant*  
*Burns Harbor, IN*

### GROUP 53

BMWC Constructors, Inc.  
CITGO Petroleum Corporation  
**Will and Grundy Counties Building  
Trades Council**  
269,636 Work Hours  
*Lemont Petroleum Refinery*  
*Lemont, IL*

### GROUP 54

Graycor Industrial Constructors Inc.  
Northern Indiana Public Service Co.  
(NIPSCO)  
**LaPorte, Starke and Pulaski  
Counties Building Trades Council**  
294,175 Work Hours  
*Michigan City Generating Station*  
*Michigan City, IN*

### GROUP 55

BHI Energy - Specialty Services, LLC  
Talen Energy  
**Northeastern Pennsylvania Building  
Trades Council**  
307,466 Work Hours  
*Susquehanna Nuclear Plant*  
*Berwick, PA*



#### GROUP 56

Solid Platforms, Inc.  
ArcelorMittal  
Indiana/Kentucky/Ohio Regional  
Council of Carpenters -  
Northern Office  
309,508 Work Hours  
*Indiana Harbor West Plant*  
East Chicago, IN

#### GROUP 57

McCarl's Inc.  
Talen Energy  
Lehigh Valley Building  
Trades Council  
321,448 Work Hours  
*Martins Creek Station*  
Bangor, PA

#### GROUP 58

Norris Brothers Company, Inc.  
Arconic  
Cleveland Building Trades Council  
322,009 Work Hours  
*Cleveland Works*  
Cleveland, OH

#### GROUP 59

Solid Platforms, Inc.  
United States Steel Corporation  
Indiana/Kentucky/Ohio Regional  
Council of Carpenters -  
Northern Office  
324,544 Work Hours  
*Gary Works*  
Gary, IN

#### GROUP 60

Gribbins Insulation Company  
Marathon Petroleum Corporation  
Insulators Local Union No. 37  
327,081 Work Hours  
*Robinson Refinery*  
Robinson, IL

#### GROUP 61

Solid Platforms, Inc.  
ArcelorMittal  
Indiana/Kentucky/Ohio Regional  
Council of Carpenters -  
Northern Office  
331,227 Work Hours  
*Indiana Harbor (East Chicago) Plant*  
East Chicago, IN

#### GROUP 62

Industrial Contractors Skanska  
American Electric Power  
East Central Ohio Building  
Trades Council  
333,210 Work Hours  
*Conesville Power Plant*  
Conesville, OH

#### GROUP 63

MPW Environmental Services, Inc.  
FirstEnergy Corp.  
Painters (IUPAT) District Council 53  
340,361 Work Hours  
*Bruce Mansfield Plant*  
Shippingport, PA

#### GROUP 64

Enerfab Power & Industrial, Inc.  
American Electric Power  
Charleston Building Trades Council  
343,051 Work Hours  
*John Amos Power Plant*  
Saint Albans, WV

#### GROUP 65

Alberici Constructors  
Alliant Energy  
South Central Iowa Building  
Trades Council  
344,222 Work Hours  
*Ottumwa Generating Station*  
Ottumwa, IA

#### GROUP 66

Day & Zimmermann NPS, Inc.  
American Electric Power  
Tri-State Building Trades Council  
345,529 Work Hours  
*Mountaineer Power Plant*  
New Haven, WV

#### GROUP 67

Industrial Contractors Skanska  
American Electric Power  
Southwestern Indiana Building  
Trades Council  
372,663 Work Hours  
*Rockport Plant*  
Rockport, IN

#### GROUP 68

Chapman Corporation  
FirstEnergy Corp.  
North Central West Virginia Building  
Trades Council  
373,767 Work Hours  
*Harrison Power Station*  
Haywood, WV

#### GROUP 69

Thermal Solutions, Inc.  
United States Steel Corporation  
Pittsburgh Building Trades Council  
396,081 Work Hours  
*Claирton Works*  
Clairton, PA

#### GROUP 70

Enerfab Power & Industrial, Inc.  
American Electric Power  
Tri-State Building Trades Council  
400,544 Work Hours  
*Big Sandy Plant*  
Louisa, KY



#### GROUP 71

Matrix North American Construction, Inc.  
Public Service Enterprise Group (PSEG)  
**Fairfield County Building Trades Council**  
400,930 Work Hours  
*Bridgeport Generating Station*  
Bridgeport, CT

#### GROUP 72

BMWC Constructors, Inc.  
Marathon Petroleum Corporation  
**East Central Ohio Building Trades Council**  
435,000 Work Hours  
*Canton Refinery*  
Canton, OH

#### GROUP 73

StructSure Scaffold Solutions, LLC  
American Electric Power  
**Charleston Building Trades Council**  
447,892 Work Hours  
*John Amos Power Plant*  
Saint Albans, WV

#### GROUP 74

Minnote Contracting  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
460,371 Work Hours  
*Harrison Power Station*  
Haywood, WV

#### GROUP 75

Enerfab Power & Industrial, Inc.  
**FirstEnergy Corp.**  
**Upper Ohio Valley Building Trades Council**  
496,054 Work Hours  
*W. H. Sammis Plant*  
Stratton, OH

#### Silver Star

#### GROUP 76

Solid Platforms, Inc.  
BP Products North America, Inc.  
**Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office**  
500,419 Work Hours  
*Whiting Refinery*  
Whiting, IN

#### Gold Star

#### GROUP 79

The State Group Industrial (USA) Limited  
**Alcoa Inc.**  
**Southwestern Indiana Building Trades Council**  
1,077,053 Work Hours  
*Warrick Generating Station*  
Newburgh, IN

#### GROUP 80

Enerfab Power & Industrial, Inc.  
American Electric Power  
**Upper Ohio Valley Building Trades Council**  
1,218,737 Work Hours  
*Mitchell Power Plant*  
Moundsville, WV

#### GROUP 81

RMF Nooter, Inc.  
**Husky Energy, Inc.**  
**Lima Building Trades Council**  
1,379,425 Work Hours  
*Lima Refinery*  
Lima, OH

#### GROUP 82

BMWC Constructors, Inc.  
**ExxonMobil**  
**Will and Grundy Counties Building Trades Council**  
1,610,229 Work Hours  
*Joliet Refinery*  
Joliet, IL

#### GROUP 83

RMF Nooter, Inc.  
BP Products North America, Inc.  
**Northwest Ohio Building Trades Council**  
2,305,174 Work Hours  
*Toledo Refinery*  
Oregon, OH



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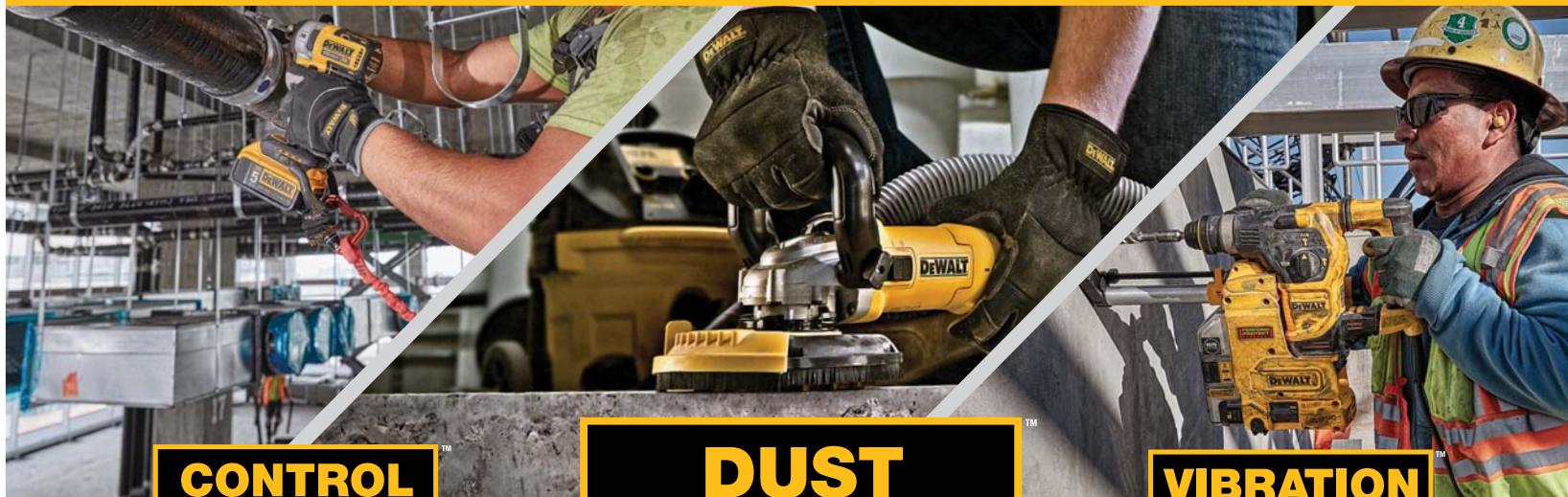
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# Helping Workers Embrace a Proactive Safety Program

BY KATHARINE MEYER, ES., GKG LAW, P.C.



**Katharine Meyer** is a Principal at GKG Law, P.C. in Washington, DC. For the past 19 years, Katie has been a member of the firm's Association Practice Group, which provides legal advice to nonprofit organizations throughout the United States.

**O**n Oct. 24, I was honored to attend the Zero Injury Safety Awards® (ZISA®) hosted by the National Maintenance Agreements Policy Committee, Inc. Each year, ZISA® recognizes industrial projects that were completed with zero injuries. Amazingly, this year five projects were awarded the Gold Star, which recognizes 1 million hours or more worked with zero recordable injuries. It is a staggering achievement, and all union contractors, labor representatives and owner-clients involved with creating injury-free jobsites should be commended.

So how do you create a safe jobsite? It isn't pure luck. Each of this year's ZISA® award winners has created a work culture that prioritizes the safety of its workers. This type of environment not only benefits workers but can also reduce the cost of doing business and limit legal risk.

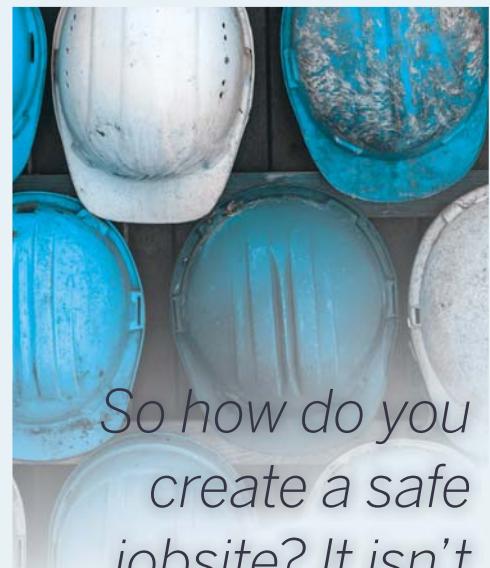
In July 2010, the Department of Homeland Security launched its "If You See Something, Say Something" campaign. The purpose of this initiative was to raise public awareness of the indicators of terrorism and terrorism-related crime and to stress the importance of reporting suspicious activity to law enforcement.

Recently, I have heard this motto mentioned several times in relation to safety in the construction industry. In this context, the "If You See Something, Say Something" tag line is intended to encourage construction workers to promptly report possible safety concerns to management. By creating a vigilant and educated workforce, contractors can help reduce injuries on the jobsite.

Several factors play a part in getting employees to take a proactive role in worksite safety. First, management must ensure that workers understand the safety requirements on the jobsite. Training and education are essential in creating a safe working environment. Over the past several years, there has been concern that the lack of skilled workers on jobsites creates safety risks. As construction work becomes more complex and fewer workers have extensive construction experience, the risk of injuries increases. Therefore, in today's workplace, the need for safety education and training cannot be overstated.

Second, workers must understand that they are all responsible for ensuring the safety of the jobsite. It is not just the duty of supervisors or more experienced employees to address safety concerns. Instead, every worker should be vigilant and alert when on a jobsite. If they see something that looks unsafe or is not consistent with their safety training, then they should promptly report it to a supervisor.

Third, contractors should create an open and receptive environment so that workers feel comfortable reporting possible safety violations. If employees are concerned that they may face retaliation or discrimination for reporting a safety concern, they will be much less likely to do so. Instead, contractors should encourage and commend workers for asking questions and bringing their concerns to management. OSHA even recommends conducting inspections with workers and asking them to identify any activity or equipment that concerns them.



*So how do you  
create a safe  
jobsite? It isn't  
pure luck.*

Fourth, don't create a complex or overwhelming reporting process. A worksite should not be a bureaucracy. Institute simple and straightforward procedures for reporting incidents (including close calls), injuries and illnesses. Give employees the ability to anonymously report safety concerns.

Finally, and maybe most important, lead by example. By consistently practicing safe behaviors and reiterating the importance of safety on your jobsite, you show your workers what you expect from them.

For more information regarding how to create an effective safety program, we suggest reviewing OSHA's publication *Recommended Practices for Safety & Health Programs in Construction*.



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# TAUC Names Todd Mustard VP of Industry Innovation & Government Affairs



**T**odd Mustard has been promoted to Vice President, Industry Innovation & Government Affairs for The Association of Union Constructors (TAUC), CEO Steve Lindauer announced.

In his new position, Todd will take the lead in advancing two of TAUC's highest priorities: giving contractors the tools and knowledge necessary to compete and thrive in an increasingly technology-driven industry and ensuring that our members' collective voice is heard on Capitol Hill on crucial legislative and regulatory matters, such as pension reform and infrastructure spending.

"Over the past several years, Todd has worked very hard to enhance TAUC's role not only as a leading proponent of innovation and new technology but also a force to be reckoned with in the halls of Congress as we advocate for our members' best interests," Lindauer said. "This new title more accurately reflects his portfolio of responsibilities at TAUC as well as my confidence in his vision for our organization. I am confident he will excel in his new role and look forward to working with Todd as an integral component of our senior leadership team."

On the Government Affairs side, Todd will work to grow TAUC's new political action committee, TAUCPAC, and will also serve as the principal liaison with Summit Strategies Government Affairs LLC, which provides TAUC with high-level guidance on policy and regulatory issues. In addition, he will continue to serve as TAUC's point person with various legislative coalitions, including the Construction Employers of America, the Alliance for Industrial Efficiency and the Carbon Capture Coalition.

On the Innovation and Technology front, Todd is tasked with keeping our member contractors fully informed on the latest

advancements in construction tech. Also, he will continue to serve as the primary coordinator for TAUC's annual Industrial Grade Innovation Conference and Expo (IGI). "It's crucial that IGI continues to grow," Lindauer said. "Our first two events were very successful. I'm excited to work with Todd and our team as we continue to 'level up' and ensure that IGI is transformed into a must-attend event for every senior executive in our industry."

Todd's location on the West Coast will also enable him to help grow TAUC's membership base beyond our traditional strongholds in the Midwest and along the East Coast. "In his new role, Todd will serve as our ambassador in an area where, historically, we have not had a large presence," Lindauer added. "In the short time he has been on the West Coast, he has already forged several strong relationships with contractors and building trades organizations. These new connections will benefit not only TAUC but also, potentially, our sister organization, the National Maintenance Agreements Policy Committee, Inc. (NMAPC)."

Todd joined TAUC as the manager of communications in 2003 and quickly advanced to the role of Senior Director of Government Affairs and Membership Services in 2007. He was promoted to Executive Director of Government Affairs and Membership Services in 2017. His sixteen years of industry experience, exceptional customer service and ability to juggle multiple roles and responsibilities within the organization made him a natural fit for Vice President of Industry Innovation & Government Affairs.



# In Memoriam: Bernard Weir, 1932-2019

Bernard E. Weir, Jr., former president and CEO of Norris Brothers Construction Company in Cleveland, Ohio, passed away on Dec. 23, 2019, at the age of 87.

"Bernie," as he was known to friends and colleagues, leaves a legacy that goes far beyond his substantial list of accomplishments at Norris Brothers. Besides transforming the family business (it was founded by his great-grandfather in 1867) and positioning it for success in the latter decades of the 20th century — and still today — he was also deeply involved in the larger union construction industry. He had a passion for safety and co-founded the Construction Substance Abuse Program, the first such program in Cleveland. He also served on the American Society of Mechanical Engineers' B30 Standards Committee, and he helped author numerous safety standards for cranes, hoists, rigging hardware and other heavy construction equipment.

Bernie was a longtime member of both TAUC and its predecessor organization, the National Erectors Association. He was heavily involved in both groups. He also served as president of the Cleveland-based Construction Employers Association (CEA) from 1991 to 1994 and was president of the Millwright Employers Association for more than two decades.

"I had the honor of knowing and working with Bernie for many years," said Steve Lindauer, CEO of TAUC and Impartial Secretary/CEO of the National Maintenance Agreements Policy Committee, Inc. (NMAPC). "He was very much engaged in the industry as a whole and had a keen focus for all areas of worker safety. The thing I will always remember about Bernie is that he wasn't bashful. He never hesitated to speak up if he felt it was important to do something for the betterment of our industry. He will be greatly missed."

Bernie leaves behind his wife of 57 years, Celine; eight children; and 16 grandchildren. Both TAUC and NMAPC extend our deepest condolences to the Weir family.

## TAUC Launches 2020 Union Craft Labor Supply Survey

TAUC would like to invite industry stakeholders to participate in the 2020 Union Craft Labor Supply Survey, now online at [www.tauc.org/laborsupply](http://www.tauc.org/laborsupply).

It doesn't matter if you're a union contractor, an owner-client or a member of the building trades — your voice is important and the industry needs to hear from you.

Your responses to the sixth annual survey — the ONLY union-specific survey focusing on construction and maintenance — will help create a detailed, data-driven picture of the current state of the labor supply throughout the United States and assist the entire industry in planning for the future and increasing union market share.

New to this year's survey is a set of questions about the prevalence of per diem payments in the union construction and maintenance industry. The goal

is to measure the frequency and average amount of such payments as well as the regions of the country where they are most commonly used.

Your answers to the 2020 TAUC Union Craft Labor Supply Survey are confidential and will be submitted anonymously. The responses will be grouped together and analyzed to create a final report that will be made available on the TAUC website.

### The deadline to complete the survey is Feb. 14, 2020.

Please feel free to contact Daniel Hogan, Senior Director of Industrial Relations, at 703-524-3336, ext. 119 or [dhogan@tauc.org](mailto:dhogan@tauc.org) if you have any questions or comments.

**Go to [www.tauc.org/laborsupply](http://www.tauc.org/laborsupply) to take the survey today!**

## A Seat at the Table: TAUC, Technology & The Future of Our Industry

Continued from page 11

### Generational differences.

- Contractors must manage complex teams of workers that include "digital natives" — the younger generation, which grew up surrounded by technology and has been using smartphones and tablets since childhood — as well as "digital immigrants," older workers who have had to adopt and learn new technologies later in life.

The committee also identified a number of trends affecting the industry and its respective companies. These broad movements include customized digital jobsite-management suites, built by the contractor for superintendents; the growing influence of cloud-based project-management software; data analytics, specifically focusing on safety and jobsite productivity; the importance of finding "technology champions" on the jobsite, which is essential for successful implementation of new products and processes; 3-D laser scanning; drones and photogrammetry; autonomous civil equipment; modular construction; and 4-D scheduling.

The Innovation and Technology Committee will assist in creating content for this year's IGI event, scheduled for Sept. 9-11 in St. Louis. It will also begin vetting new tech products in either the ideation, beta testing or piloting phases. The committee is eager to collaborate with the venture capital community, as well as universities with vibrant construction-technology programs.

If your company is interested in placing a representative on this new committee, please reach out to me directly at tmustard@tauc.org or 703-524-3336, ext. 112. We look forward to providing another progress update soon!

## Women in Construction — Beyond PPE

Continued from page 12

### Recruiting and Retaining Women

As we look to recruit and retain women in the construction industry, we need to examine HR policies, travel and work expectations, family leave, flexibility in schedules, remote work possibilities, and how women move up the career ladder in

our organizations. What about pay gaps and lost work opportunities? How are women depicted in our industry's marketing and advertising?

Other areas that require attention include the problem of women working alone, especially when there is the potential for violence on or near construction sites (especially during second- and third-shift work). I also recommend that readers check out the Ironworkers' "Be That One Guy" campaign and incorporate it into their own policies and procedures.

Finally, as more women join our industry, it's important to look at the everyday language used on jobsites and make changes where appropriate. For instance, construction is a male-populated industry, not a male-dominated one. We perform work or labor hours, not man-hours. And let's encourage our field supervisors and managers to check their unconscious biases and hiring practices. Together, we can create a culture that embraces the differences women bring to our industry.

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Follow us on Twitter, Facebook and LinkedIn to stay connected to TAUC and NMAPC, get the latest union construction news and updates, learn about upcoming events and more!



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