

THE CONSTRUCTION USER

A publication of The Association of Union Constructors | www.tauc.org | Summer 07



THE VOICE OF CHANGE

EMOTIONS,
ACTIONS RUN
HIGH AT INAUGURAL
TAUC CONFERENCE

**KPI PROGRAM DELVES INTO DATA TO BRING ABOUT CHANGE, GROWTH
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TAUC'S TRANSFORMATION GAINS MOMENTUM

AS THE NEW PRESIDENT of The Association of Union Constructors (TAUC), I would first like to thank our members for providing me with this opportunity to serve our association, and the union construction industry as a whole, in this new and exciting capacity.

I also would like to take this opportunity to recognize and commend my predecessor, Mr. William Brown, on his extraordinary tenure as both the last president of the NEA and the first president of TAUC. It is no exaggeration to say that our association's transformation into a larger, stronger and more effective organization would not have been possible without his leadership.

Lastly, I would like to applaud the TAUC staff on their dedicated efforts to ensure that TAUC's inaugural Leadership Conference exceeded expectations. Congratulations on providing what has been described as the best and most informative meeting in our history.

If you missed the Leadership Conference, you missed an important industry event and the inception of an exciting new initiative, the TAUC Customer Caucus, which may prove to be the impetus for many long sought-after reforms that will help strengthen our tripartite effort to win back union market share.

During the Leadership Conference, the Customer Caucus provided a report to our association requesting that we focus our attention on three main areas where we can best utilize our resources to help strengthen the industry. The focus areas are: the education of member contractors, the establishment and enhancement of partnerships with international unions, and the development of a contractor qualification system. The feature article in this edition on page 14 highlights the Customer Caucus report and provides more information about what the owner community requires.



To these ends, TAUC held its first webinar on April 22, 2007, entitled, "Perfecting the Pre-job Conference," to help owners, contractors and craft representatives better understand what each party is hoping to accomplish during a pre-job conference and how cooperative efforts lead to collective success. You can read more about our first webinar on page 22. The next two webinars in the series will cover how to maximize profits using the National Maintenance Agreements and how to resolve jurisdictional disputes.

To meet the second criteria, I will be sitting down with the General Presidents of the International Labor Unions to discuss how our association can help organized labor recapture lost market share.

To address the third criteria, the TAUC Labor Committee and the TAUC Safety & Health Committee met in June to begin formulating the criteria for our upcoming Contractor Qualification System.

On July 13-14, 2007, TAUC's Board of Directors will convene for the first ever Strategic Planning Retreat in Baltimore, Md. I look forward to joining our leadership in Baltimore and reporting the results of our efforts to our membership and readers.

The momentum we garnered from the success of the Leadership Conference has brought several new members to our association. I thank all those who have come aboard this year and I especially thank those who have joined as Governing Members. Your willingness to participate at the Governing level is greatly appreciated and shows your commitment to changing our industry for the better.

Why is it so important to be an active part of our association? Because someone has to step up and say what everyone knows to be true, but doesn't dare speak, to save our sector of the construction industry from the apathy and politics that are prevalent today. Someone has to do this so that union workers and employers can once again scratch, kick, and bite our way back to the top.

It is TAUC's mission to bring the three components of union construction together to highlight what needs to be done to gain a competitive edge against the open shop without shying away from the tough questions or the tough answers. We aim to meet challenges head-on and find solutions. By joining up as a Governing Member, you become part of a multi-craft, national effort that promotes positive change in the current system and helps everyone at the table compete more effectively.

If you are currently a TAUC member, we want your input about how to make this industry better for union contractors and their partners in labor. If you haven't joined, we want you to step up to the plate and help us make a difference. If you cannot join, then spread the word that TAUC is a growing industry resource for union construction professionals who mean business.

— **Robert Hoover**, *TAUC President*

OSHA AGREES TO IMPLEMENT NEW CEMENT INSPECTION PROCEDURES

BY STEPHEN C. YOHAY AND ELIZABETH M. WALSH
THELEN REID BROWN RAYSMAN & STEINER LLP

THE OCCUPATIONAL SAFETY AND HEALTH Administration has agreed to implement new Portland cement inspection procedures at all construction work sites subject to federal jurisdiction and to encourage states that enforce their own occupational safety and health regulations to do the same. These Portland cement inspection procedures likely will focus inspectors' attention on whether contractors are complying with a checklist of generally applicable requirements for industrial hygiene and sanitation when performing any construction activity that exposes workers to Portland cement.

If an OSHA compliance officer determines during inspection that "work involving Portland cement exposure is being performed," the officer also must determine whether the "relevant employers" are in compliance with OSHA's new cement-specific interpretations of several existing standards, particularly those governing:

- Sanitation, 29 CFR §1926.51 (f).
- Personal protective equipment, 29 CFR §1926.95
- Hazard communication ("hazcomm"), 29 CFR §1910.1200, made applicable to construction through 29 CFR §1926.59.
- General safety and health training, 29 CFR §§1926.21 (b) and 1910.1200 (h)
- Recordkeeping, 29 CFR Part 1904

For example, according to the Portland cement inspection procedures, existing sanitation provisions require that employers provide clean water, non-alkaline soap and clean towels to all workers



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engaged in Portland cement operations, and existing personal protective equipment provisions require that boots and gloves be provided to such workers “as necessary and appropriate for the job.”

Also, if the compliance officer determines that Portland cement is being used in a way that potentially exposes employees to inhaling Portland cement dust – such as when performing “terrazzo work, mixing mortar” or “jobsite mixing of concrete” – the inspector must evaluate the relevant employers’ compliance with OSHA’s construction standard on inhalation hazards. 29 CFR §1926.55, “Gases, Vapors, Fumes, Dusts and Mists.”

As for manufacturers, the new Portland cement inspection procedures specify that Material Safety Data Sheets for Portland cement are expected to address the potential inhalation and dermal hazards that may be associated with exposure.

The new inspection procedures arise out of OSHA’s recent settlement of a legal challenge brought by the Building and Construction Trades Department, AFL-CIO and several other unions challenging a

new OSHA standard limiting occupational exposure to the carcinogen known as hexavalent chromium or Cr(VI). Citing reports that Portland cement contained only trace amounts of Cr(VI), OSHA had exempted related exposures from any application of the new Cr(VI) standard. The unions negotiated to fill that apparent void by securing OSHA’s agreement to enforce generally applicable pre-existing standards as to all Portland cement construction operations.

While in theory these Portland cement inspection procedures impose no requirement that does not already exist on the construction work site, in practice their newly packaged mandates likely will affect the compliance obligations of both the concrete subcontractors directly employing potentially exposed workers and the general contractors running the projects. ■

For more information, contact Thelen Reid Brown Raysman & Steiner LLP: Stephen Yohay at (202) 508-4390 or syohay@thelen.co; or Elizabeth Walsh at (202) 508-4272 or ewalsh@thelen.com.



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A New Way of Doing Business

BID RIGGING — MILLIONS AT STAKE

BY STEVEN JOHN FELLMAN

FOR MANY YEARS, CONTRACTOR associations including The Association of Union Constructors (TAUC) have been putting out the message that bid rigging is a serious matter. Currently, under the Sherman Act, bid rigging constitutes a felony. Individuals convicted of bid rigging face a mandatory prison sentence of up to 10 years and a fine of up to \$1 million dollars. Corporations face a fine of up to \$100 million. The maximum fine level can be increased to twice the gain derived from the crime or twice the loss suffered by the victim of the crime if either of those amounts are above the statutory maximum fine.

Exactly what is bid rigging? Bid rigging can be an agreement between two or more bidders to affect the price of the bid. There does not have to be an agreement that Company A will get the bid at a given price. An agreement that Company A will bid high on certain jobs and Company B will bid high on other jobs constitutes bid rigging. An agreement between potential bidders that Company A will only bid on certain jobs and Company B will only bid on others, constitutes bid rigging. If Company A and Company B are competitors, any agree-

ment between Company A and Company B related to bids may result in both parties held guilty of bid rigging. The government does not have to prove an actual agreement. An agreement may be implied from a uniform course of conduct.

Let's look at an example. Company A wants to get a certain job but the bid process requires that three bidders submit bids before the job can be awarded. Company A is pretty sure that there will be no other bidders. Company A calls Company B and Company C and asks them to bid the job. Neither company is interested in the work. Company A says "Don't worry, as long as you bid over \$XXX per ton, you will not get the work." Company A, B and C can all be held liable for bid rigging. Putting in a "friendly" bid subjects your company to a significant risk.

Recently, the Antitrust Division of the Department of Justice announced that a grand jury in New Mexico had indicted B&H Maintenance and Construction and two of its executives on charges of conspiracy to submit noncompetitive and rigged bids to BP America Production Company involving natural gas pipeline

projects in Colorado. These indictments were the second series of indictments based on this alleged conspiracy.

All contractors should have a comprehensive understanding as to what constitutes bid rigging. Contractors should implement an antitrust compliance policy within their companies to ensure that those employees dealing with the bidding process fully understand what conduct is permitted and what types of conduct is not permitted.

Antitrust is serious business. Anytime you are faced with the potential of a 10-year jail sentence, you cannot afford to think you know where the line is drawn. You must know where to draw the line. You must be sure that your actions and those of your employees do not violate the antitrust laws. ■



Steven John Fellman is general counsel for TAUC and is president of Galland Kharasch Greenberg Fellman and Swirsky, P.A.

COMING EVENTS

June 21**TAUC Safety & Health Committee Meeting**
Chicago, IL

June 21**TAUC Labor Committee Meeting**
Chicago, IL

June 24-27**American Society of Safety Engineers - Safety Expo 2007**
Orlando, FL

July 10**ANSI A-10 Meeting**
Lansdowne, VA

July 11**NMAPC Labor Section Meeting**
Arlington, VA

July 12**TAUC Executive Committee Meeting**
Arlington, VA

July 12**TAUC Board of Directors Committee Meeting**
Arlington, VA

July 13-14**TAUC Board of Directors Strategic Planning Retreat**
Baltimore, MD

July 17**IMPACT Safety & Health Roundtable**
San Diego, CA

July 15-20**23rd Annual Iron Workers Instructors Training Program**
San Diego, CA

August 1**NMAPC Labor Section Meeting**
Arlington, VA

August 9**NMAPC Grievance Review Subcommittee**
Arlington, VA

August 15**TAUC Local Employer Organization (LEO) Meeting**
Cleveland, OH

August 16**TAUC Safety-Labor Forum**
Cleveland, OH

August 22-23 .**3rd Qtr NMAPC Labor-Management Committee Meeting**
Williamsburg, VA

August 23**NMAPC Owner Advisory Committee Meeting**
Williamsburg, VA

September 5 ..**NMAPC Labor Section Meeting**
Arlington, VA

For details on the above events, visit www.TAUC.org.

BE THE FIRST TO SEE YOUR FUTURE WITH TECHNOLOGY'S HELP, COMPANIES' VISIONS REACH EVEN FARTHER

BY MARK BRESLIN

***EXPENSIVE LEATHER CRADLES** my head. Observing doctors in ill-fitting suits politely gawk. I'm a bug under a weird kid's magnifying glass. Ten seconds of fate before me. I squint into the steel aperture. I can hear them revving the equipment for a red-line test. I feel pressure on my bladder, but dare not say. Be brave, I think... 'cause it's too late to back out, now. This is very big.*

For some years my staff has been witness to my projection of a personal magnetic disturbance that breaks copiers, crashes hard drives and jams faxes. I am a walking Bermuda Triangle. I've cursed a blue streak at more machines than business agents, despite this generation's adoration of Google and Gates.

I have worn glasses since I was 12. Not indent-your-nose, Coke-bottle, hey-four-eyes optical bad boys; just your garden variety one-hour specials. Why was I so cursed? I was not made to have glasses or contacts; except to sit on, break, bend, scratch, fog-up, twist or lose. It became apparent to me some time ago that I was headed toward the round lawyer style specs with a pipe and elbow patches. But to bike, run, dive, raft, mountain climb and, very occasionally, drink to excess; I needed an alternative plan...

Maybe it's just me, but often it seems that the promise of technology tends to exceed the actual experience. Somewhere, someone has no bugs or problems — like a man married to a Stepford wife. But since most of us don't have such luck or the patience to achieve technological nirvana, we tend to shy away from the possibilities. Too much hype? Find yourself or your next date on the Internet or World Wide Web? Treos. Blackberys. Databases. Integrated systems. Streaming video. My Space. You Tube and much, much more. It's really not about how uncomfortable the rapid technological changes are making you, it's more about how you can turn technology into a strategic advantage for you and your union or business. Ah, but the pain, the confusion, the risks.

Ten pairs of specs. Five pairs of contacts. Busted, broken, bent and benevolently left behind for some other blurry-eyed fool. Eye exercises? If I can't get ripples on my gut, I sure won't get them on my cornea. Since I was 5, I was warned to keep sharp objects away from my eyes. But some years ago, across the technological horizon, I could see it coming. Darth Vader and Captain Kirk endorsed: the laser beam. It is the early 1990s and I have decided to be among the very first guinea pigs to go with LASIK laser eye surgery.

News flash. Technology is a competitive issue that cannot be ignored. And, despite all the rhetoric, business and labor do not always embrace this concept as they simply choose to bandwagon. Productivity enhancement. Organizational restructuring.

But when it hums, when the team is trained and tuned, and that promise becomes the reality, you can only feel sorry for the guy who doesn't yet believe.

Technology leading to diversification. Buzz, buzz, buzz go the words. And yet we still resist, until a vision of the future becomes so clear, guess what? We have the next million workers in our industry who have been born and bred to technology. There IS NO TIME TO WAIT.

With my 20-350 vision I squint at the best EXPERIMENTAL eye surgeon on the West Coast. In a reassuring and casual tone he describes how by shooting a laser into my eye I'll likely obtain enhanced vision. He includes all the basic FDA mandated warnings. I consider my next job as the Raider mascot. But somewhere down deep I believe. And so I decide to bet my eyes on technology.

Business and unions large and small must take the bet. Technology is now better than most of our capacity for its use. Ready for online union meetings? Ready for real time streaming video? Union recruiting and apprentice instruction on line? Ready for job updates on your I-Pod? Ready for 100 percent integration? I had to be dragged into this mode for the past five years, kicking and screaming at every dollar and vendor and broken promise. But when it hums, when the team is trained and tuned, and that promise becomes the reality, you can only feel sorry for the guy who doesn't yet believe.

For an industry full of risk-embracers, I sure see a lot of pushing back and stalling. It is very important to remember that most technological advances that are true competitive advantages are outside our comfort zones. By the time everyone is "on," it's just another industry standard. Now is the time to reach. As any company or union reaches, you must push the limits of your pain threshold. Consider reaching and risking a little extra for your dreams and visions; they could probably stand improvement.

Two weeks later. Me, the technician and an eye chart. "Can you read that first line?" No problem. "Can you read the next line?" Bam-bam-bam. Can you read the next line? I nail it. (She looks excited.) How about the next one? Zing. "That's 20-20; you

have perfect vision," she exclaims. "How about the next line," I ask, always pushing the limits. "O, N, 5, V"... she ranks me at a 20-15 — an eagle eye. "It should become even sharper," she says with a tone like someone just gave her roses. I only wish I had one to give. I'm the best result yet. I took the risk, the technology delivered and I'm a poster boy for the process. I quietly smile at her while wanting to laugh aloud inside. Outside the office, the sun and wind ripple across the leaves of an elm tree. The details do not escape me. ■



Mark Breslin is a trainer and author specializing in labor-management challenges and solutions. He is the author of the recently published *Attitudes and Behaviors: Survival of the Fittest* curriculum for apprentice training centers. The curriculum is now being used by union training centers, and has been established as standard course programming by other international unions and apprenticeship programs. Instructional material and further information is available at www.breslin.biz.

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OSHA'S AUTHORITY TO ISSUE CITATIONS IS QUESTIONED

BY STEPHEN C. YOHAY AND ELIZABETH M. WALSH
THELEN REID BROWN RAYSMAN & STEINER, LLP

THE OCCUPATIONAL SAFETY and Health Administration's (OSHA) authority to issue citations to general contractors or host employers for subcontractors' violations under OSHA's "Multi-Employer Citation Policy" has been called into serious question by the decision of a divided Occupational Safety and Health Review Commission (OSHRC) (*Secretary of Labor v. Summit Contractors Inc.*, OSHRC, No. 03-1622, 4/27/07).

The Multi-Employer Citation Policy

OSHA's current Multi-Employer Citation Policy is described in OSHA's Field Inspection Reference Manual (CPL 2.103) (http://www.osha.gov/Firm_osh_data/100004.html), which provides that although employers may not have employees of their own exposed to a safety hazard, they still may be cited for a safety or health violation if such employers create the hazard, if they control the work site, or if they have the authority to correct the hazard to which another's employee is exposed.

The citation in question arose from certain scaffolding violations committed by a masonry subcontractor on a construction site in Little Rock, Ark. In addition to citing the subcontractor for the violations, however, OSHA also cited Summit, the project's general contractor, on the basis that, as general contractor, Summit was the "controlling employer." No Summit employees were exposed to the hazard created by the violations.

The Summit Decision

In vacating the citation issued to general contractor Summit, OSHRC Chairman W. Scott Railton and Commissioner Horace A. Thompson III agreed in separate opinions that OSHA's Multi-Employer Citation Policy is invalid in the construction context when applied against a "controlling employer" who neither creates nor has employees exposed to the cited safety hazard.

The two majority Commissioners premised their decision on 29 C.F.R. Section 1910.12(a), a regulation promulgated by OSHA in 1971. Under the plain terms of Section 1910.12(a), an employer engaged in what is defined as "construction work" may be cited only for a violation of construction standards that exposes "his employees" to the prohibited hazard. Section 1910.12(a) states among other requirements that "[e]ach employer shall protect the employment and places of employment of each of his employees engaged in construction work by complying with the appropriate standards prescribed in this paragraph." Section 1910.12(b) defines "construction work" as "work for construction, alteration, and/or repair, including painting and decorating."

In his lead opinion, OSHRC Chairman Railton noted that OSHA's inconsistent application of the Multi-Employer Citation Policy was a factor in his decision. "It seems to me that the checkered history of the multi-employer doctrine as expressed in the Secretary's ever-changing compliance guidelines... taken in contrast with a regulation [Section 1910.12(a)] which has not been amended since 1971, results in the latter trumping whatever reliance the Commission can place on the varying nature of the policy," the Chairman wrote. Coincidentally, the decision was issued on the last day of Mr. Railton's term as a Commissioner. No successor has yet been nominated.

If affirmed, the decision represents a significant change in OSHA's enforcement authority in construction, and could have a significant impact in cases where citations are issued following serious accidents.

Commissioner Thompson wrote separately that Section 1910.12(a) was clearly intended to be a limit on OSHA's powers. "It was intended to limit the Secretary's discretion to impose under the OSH Act the duty under the [Construction Safety Act] of prime (general) contractors at construction sites," the Commissioner noted.

In dissent, Commissioner Thomasina V. Rogers asserted that the majority had "reversed over thirty years of Commission precedent."

The Summit Decision's Application Only to "Construction Work"

It is important to understand that the Summit decision does not affect OSHA's authority to continue issuing citations under its Multi-Employer Citation Policy where employers are not engaged in what is defined as "Construction Work" under Section 1910.12(b), but rather are engaged in "General Industry" work that is subject to the various standards in 29 C.F.R. Part 1910. Such work typically involves work for maintenance purposes, even if performed by construction contractors. The key is the nature of the work being performed, not the nature of the employer performing it.

This also means that where a contractor is performing work directly for an owner, such as in an electric power plant outage, a chemical plant “turnaround,” or as a resident contractor in an industrial facility, the Multi-Employer Citation Policy still may be applied to cite host employers if the contractor’s work is not “construction work.”

The reason for this result is that the decision is premised exclusively on an interpretation of Section 1910.12(a), which applies to “Construction Work,” and not upon an examination of OSHA’s basic authority under the Occupational Safety and Health Act to issue multi-employer citations. OSHA’s authority to issue such citations has been upheld by several federal courts of appeals.

Questions Created by The Summit Decision

It is expected that OSHA will appeal the Summit decision. However, it is unclear what will happen with citation contest cases that are pending before OSHRC Administrative Law Judges, where the citation involves “Construction Work” and is premised on the Multi-Employer Citation Policy. It can be expected that many such cited employers will request that such citations now be vacated.

Another question is whether OSHA will now change its enforcement policy, and forbear from issuing such citations while an appeal is pending. This does not seem likely. Often, OSHA regards only decisions of a Court of Appeals, rather than OSHRC, as establishing binding precedent. This may be especially so where, as here, Railton’s term as a commissioner has expired and no successor has yet been named.

The decision also is not binding on states, such as California, that have their own state plans for regulating occupational safety and health. Many state agencies that adjudicate state-issued citations follow the precedent of federal OSHRC, but generally, such adherence is not required. Similarly, state OSHA enforcement agencies are not required to follow federal enforcement policies, and frequently do not do so.

The decision also does not affect other legal principles that influence the relative obligations of contractors on a construction site as to safety and health issues, such as state tort law, building codes, voluntary consensus codes and standards, contract terms, or insurance considerations. It is questionable, therefore, whether the decision, even if affirmed, will have a practical effect on the extent to which general contractors seek to direct, influence or control OSHA compliance and safety performance by subcontractors.

Nonetheless, if affirmed, the decision represents a significant change in OSHA’s enforcement authority in construction, and could have a significant impact in cases where citations are issued following serious accidents. For example, OSHA citations often are used in state court damage actions or other collateral litigation as evidence of a contractor’s failure to meet a recognized duty of care, and significant OSHA citations can affect the settlement value of collateral claims. ■

To discuss this report, contact Stephen Yohay at (202) 508-4390 or syohay@thelen.co; or Elizabeth Walsh at (202) 508-4272 or ewalsh@thelen.com.

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KPI PROGRAM DELVES INTO DATA TO BRING ABOUT CHANGE, GROWTH

BY TAUC STAFF

IF YOU ASKED INDUSTRY-LEADING businesses across America to name the most important factor in maintaining a successful enterprise, the vast majority would answer that question with a single word, “data.”

Successful organizations understand that if they allow themselves to become static for too long, they will lose their members, customers or clients through gradual attrition. The process of gathering, analyzing and interpreting data to improve operations has become necessary to adapt to the changing world. It’s economic Darwinism – you must adapt to your environment to survive.

One of the most promising examples in today’s world of organized labor that takes into account both the importance of data collection and a willingness to change is being incorporated by the Ironworkers International Union.

As featured in *The Ironworker* magazine and presented at the Strategic Planning Meeting held in Las Vegas, the Ironworkers have established a Key Performance Indicators (KPI) program designed to address declining market share, aging membership and growing imbalance between active members and retirees. This program will enable the Ironworkers to evaluate the current status of their local union halls and to help develop an action plan to collectively regain market share, expand work opportunities and grow union membership.

Five main areas of performance were targeted as necessary for future success:

- Apprenticeship & Training
- Market Recovery
- Political Action
- Workforce Productivity
- Local Union Operation and Standards

Each of these areas was assigned goals with various indicators to measure the industry’s progress and success.

On the facing page is a sample of the KPI categories that can be used on their own, or in combination with other KPIs, to monitor how well a local union and/or district council is functioning, and how it compares to others.

A survey of all local union halls was conducted using this system, and the results were enlightening. The local unions that ranked in the top 10 percent of most KPI categories have retained market share, shown membership growth and produced the best gains for their members.

“Our association supports the Ironworkers KPI program 100 percent and we look forward to seeing it mature into an effective industry strategy for winning back market share.”

—Robert Hoover, TAUC President

At the 2008 Ironworker’s Strategic Planning Meeting, every union hall’s KPI performance will be reviewed and evaluated to determine the best practices and help identify local union halls that need additional support to achieve success.

Additionally, staff at the Ironworker Management Progressive Action Cooperative Trust (IMPACT) is ready to assist Ironworker locals in meeting their KPI goals in areas such as reducing entrance barriers to the apprenticeship program; providing contractors with a workforce that displays a positive attitude and behavior; providing Survival of the Fittest training for apprentices and jour-

neymen; helping local unions meet professional Standards of Excellence and Code of Conduct requirements; participating in the IMPACT National Substance Abuse Program or its equivalent; and the development of Web sites and marketing materials.

The KPI concept is applauded by leaders at TAUC and supported as a promising way to acquire important market data, locally as well as internationally. “The KPI program, which can help the Ironworkers target specific issues and locate geographical areas of concern, has the potential to become a very powerful management tool,” said Stephen Lindauer, CEO of TAUC. Robert

Hoover, president of TAUC, stated, “Our association supports the Ironworkers KPI program 100 percent and we look forward to seeing it mature into an effective industry strategy for winning back market share.”

TAUC is currently in the process of developing a contractor evaluation method with similar objectives in response to the feedback provided by the owner community during TAUC’s inaugural Leadership Conference. ■

More information on the KPI program can be found on the IMPACT homepage, www.impact-net.org

SAMPLE KEY PERFORMANCE INDICATORS (KPI) CATEGORIES

Result Area	Goal	Indicator	Performance Target	Actual
Apprenticeship and Training	1. To increase recruitment to address attrition and growth.	The number of apprentices and organized members to meet growth requirements. (Note: attrition includes actual graduation rates, deaths, retirements, etc.).	Number exceeds attrition rate by at least 5%.	
	2. To ensure that the local union apprenticeship program meets or exceeds minimum quality standards.	The local union apprenticeship program is certified under the Ironworker Apprenticeship Certification Program (IACP).	Yes – the local program is certified	
	3. To provide contractors with certified welders.	The local union apprenticeship program is certified under the Ironworker Welding Certification Program and/or has an equivalent process in place to certify welders.	Yes – the program is able to provide certified welders to meet contractor needs	
	4. To provide contractors with a skilled workforce	The percentage of apprentices and journeymen certified under the appropriate certification programs (e.g., Scaffold, OSHA 10, Post-tensioning, Sub Part R, etc.).	100%	
	5. To reduce barriers to entrance into the apprenticeship program.	The local union's apprenticeship standards indicate approaches such as open enrollment, slot-ins, competency-based training, etc.).	Revised standards that indicate approaches to reduce barriers	
Market Recovery	6. To increase union density.	Organizing/marketing program in place and being implemented to increase job opportunities, wages and benefits for members. Note: Establish a baseline for each local focusing on number of members, percentage of work (based on density), number of contractors, number of man hours, etc. CLRC to assist with data collection. Work with District Council President to develop an organizing/marketing program. Note: Proposed policy that organizes work for the District Council President. Funding decisions and approval of the policy to be determined.	Yes – a program has been submitted, approved by the District Council President and is being implemented	
	7. To secure more work for our local union and our contractors.	Establishment of a market recovery (or target) fund. The use of the IMPACT-Trac and IMPACT-Direct job tracking systems.	Market recovery fund being used – Yes or No Systems used at least on a weekly basis	
Political Action	8. To have members vote in local, state/provincial and national elections.	The percentage of members registered and voting in local, state/provincial and national elections. Establish a position for a political coordinator to assist with political action activities.	100% of eligible voters registered and voting Political coordinator position established – Yes or No	
Workforce Productivity	9. To provide owners with a drug free work force.	The percentage of members participating in an approved substance abuse program (i.e., IMPACT program or equivalent).	100%	
	10. To provide contractors with skilled foremen.	Foreman training courses being conducted for apprentices, journeymen and contractors.	100% of graduating apprentices complete the course and at least 1 course for journeymen held each year	
	11. To provide contractors with a work force with positive work attitudes and behavior.	Implementation of the Ironworker Code of Conduct. Note: Implementation will include "Survival of the Fittest" to focus on positive attitudes and behavior.	Ironworker Code of Conduct and Survival of the Fittest training in place and implemented	
Local Union Operations and Standards	12. To ensure the local union remains solvent and financially viable.	Yearly audit and completion of LM reports.	Adequate reserves	
	13. To have the staff in place and trained to successfully operate the local union.	Local union officers receive the training required to do their jobs.	100% of new officers attend the training conducted by the International.	
	14. To ensure active and informed participation of members and contractors in the local union.	Increase in the number of members attending local union meetings and an internal and external communications plan in place (e.g., newsletter, website, letters).	Annual increase in the number of members attending meetings and a communications plan in place and actively implemented.	
	15. To participate in labor-management programs.	Local union contribution to IMPACT and involvement in local contractor associations and/or labor/management groups	Full 1% contribution to IMPACT and participation in local labor/management groups	

EMOTIONS, ACTIONS RUN HIGH AT FIRST TAUC CONFERENCE



BY BOB MIZKE

THIS TIME—THEY MEAN IT.

Like a prize fighter undergoing the exhaustive training required to get in shape for a chance at the championship belt, The Association of Union Constructors (TAUC) has its nose to the grindstone with eyes on its own prize — making sure building trade unions and their contractor partners return to the top of the construction industry.

Most experts agree North America is on the verge of, if not already in, the early stages of a major construction boom. And if one was to ask those who are involved in union construction, from labor, to contractor, and even to the owners who hire them, the timing has never been better for an organization like TAUC (pronounced “talk”).

Although TAUC launched in January of this year, it is already the largest multi-craft union employer association in the world, boasting some 2,500 members. As TAUC principals gathered recently at the inaugural TAUC Leadership Conference in Tucson, Arizona, it became clear this was far more than a feel-good industry clam bake. The theme of the meeting was “The Dawn of a New Day,” and it was a message that was not lost on participants.

This time, a Customer Caucus resulted in specific recommendations and steps TAUC can implement to assist the end user. This time, five presidents from the Building Trades attended to either make formal presentations or actively engage both contractor and owner on issues concerning jobsite attitudes, and the ability to “man-up” for future work. This time, the meeting concluded with a definite sense of accomplishment and excitement revolving around mutual cooperation for positive change in the organized construction industry.

“Things went remarkably well,” said TAUC CEO Steve Lindauer. “The owner, the contractor and our union partners recognize that TAUC is action driven. We’ll be willing to take the hard road sometimes and to address the problems that are out there rather than just looking for excuses for why we can’t do things. We’re off and running at this point,” Lindauer added.

Robert Hoover, vice president of Aker, Kvaerner Songer, Inc., and newly installed TAUC president, also pointed to the positive course that is being embraced by the owners and members of the new association. “I believe this conference did a lot to create confidence in the owner community that we are addressing their concerns and that we are on our way to making progress,”

Hoover said. “A lot of the items the owners want us to address were laid out as opportunities for both organized labor and the contractor community.”

Therein lies the difference that sets TAUC’s Inaugural Leadership Conference apart. Industry leaders — are leading. The Customer Caucus report delivered at the Open TAUC Board of Directors Meeting put some of the early goals in writing. “The caucus was formed to allow owners to develop a constructive dialogue with contractors and to provide a forum to convey the owners’ needs with an action-oriented and time sensitive focus,” explained Dan Hereda, division manager, Contract Services, Logistics and Railroads with Mittal Steel, USA.



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Gather 'Round

Members of the TAUC Customer Caucus who attended the group’s initial meeting at the TAUC Leadership Conference included:

- Daniel Hereda, Mittal Steel USA
- Rich Kasper, Consumers Energy
- Joe Segarra and Mike Perrino, Consolidated Edison Co. of New York
- Dave Szuch, Allegheny Energy
- Herb Rissel, DaimlerChrysler Corp.
- Tom Zahren, U.S. Steel.

In the group's initial report to the board, three action items were laid out:

1. The first called for a focus on the ongoing education of member contractors across the United States. The implementation of regional meetings and a series of Web-based seminars (or "webinars") are central to the plan. The goal of the webinars, in particular, is to provide a consistent, instantaneous, and nationwide learning platform for topics such as pre-job conferences, productivity improvement measures, tripartite group management, quality control enforcement, homeland security and worker documentation, workplace safety and drug testing, and of course, jurisdictional assignments.
2. Top on the list of the second action item was a call for TAUC leadership to work with unions to expand membership and apprenticeship to meet the growing demand of skilled craftsmen, and to develop accelerated training where possible.
3. Finally, the TAUC Customer Caucus also called for the development of a contractor rating system. The goal of this rating system is to provide owners with a way to identify high quality, and effective contractors via a central database accessible through TAUC.

The TAUC agenda is indeed extensive and ambitious, but TAUC President Hoover said the time of "hoping for change" was over, and he didn't hesitate to challenge members. "What you are willing to put into an organization such as this determines what you get out of it for yourself, your company, and the industry."

Labor's challenge involving TAUC is to be active in its desire to demonstrate to its contractor partners and the ownership community alike that it can be counted on to supply the workforce needed when called upon — a workforce that is skilled, safe and drug-free.

If TAUC's inaugural meeting had hopes of attracting the attention of organized labor, it certainly accomplished its mission. Attending the meeting was Ed Sullivan, president of the Building Trades Department; Joe Hunt, general president of the Ironworkers; John Flynn, general president of the Bricklayers; Bill Hite, general president of the United Association; and Ed Hill, international president of the Electrical Workers.

TAUC CEO Lindauer was buoyed by the turnout. "It was gratifying to see the impressive contingent of general presidents here, not just in body, but in the way they talked, asked questions, shared information, and extended the opportunity for us to work with them."

If ever union contractors and their partners in the building trades are going to draw a line in the sand and stand together as one in the construction universe, the time is now. Rather than resurrecting what turned out to be fractious and counter-productive efforts to capture market share in the past, the mission of TAUC is to unite the organized construction industry behind one voice—THE voice for union construction. The prize is a much larger piece of the billions of dollars in future construction.

THIS TIME—THEY MEAN IT.



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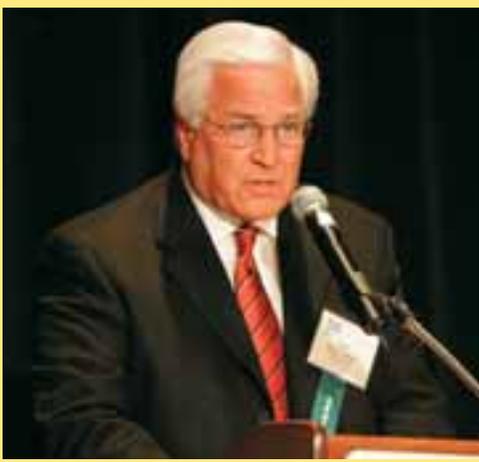
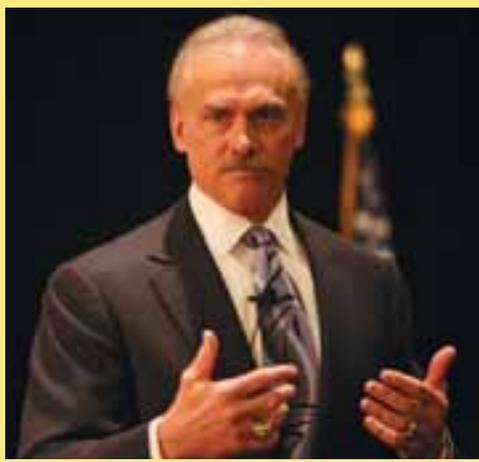
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The Dawn of a New Day



Industry leaders take the stage at TAUC's Leadership Conference (from top left): Mark Breslin, CEO of Breslin Strategies presents "Survival of the Fittest"; Edward C. Sullivan, President of the Building and Construction Trades Department, AFL-CIO, talks about the future of union construction; TAUC President Robert Hoover and TAUC CEO Stephen Lindauer honor TAUC's Past President William Brown with an autographed photo of a historic baseball moment; Rocky Bleier, four-time Super Bowl Champion and motivational speaker delivers the keynote address; Dan Hereda of Mittal Steel provides the TAUC Customer Caucus report; Steven John Fellman, General Counsel for TAUC, is honored by Past President William Brown for his dedicated service to the association.

Union Presidents Weigh In on TAUC

"I think it's time for a group like TAUC because we do have a good working relationship with our union contractors and we need to emphasize to the customer that we have something we can provide for them."



— **Edwin D. Hill**
International President
International Brotherhood
of Electrical Workers

"Now we're taking action. It's good to get together with our contractors. They are our partners. We realize it's a partnership, and if you put the owner into that equation, we're unstoppable."



— **William P. Hite**
General President
United Association

Inaugural TAUC Leadership Conference

Tucson, Arizona, April 17-21



Facing the Future — From top left are Randy DeFrehn, Executive Director of the National Coordinating Committee for Multiemployer Plans; Eric Waterman, CEO of the Ironworker Management Progressive Action Cooperative Trust (IMPACT); James O'Leary, Vice President of the International Labor-Management Alliance; Sandy Harley, National Director of Collectively Bargained Workers' Compensation for SeaBright Insurance Company (bottom left); Stephen Lindauer, TAUC CEO; Emmitt Nelson, President of Nelson Consulting, Inc. and advocate of the Zero Injury philosophy.

Union Presidents Weigh In on TAUC

"To formalize and put 'Union Constructors' in the name sends a very strong message to the public that unions and union contractors can do good, high quality and productive work. It tells the public in a sense that both labor and management believe this."



— **John J. Flynn**
President
International Union of
Bricklayers and Allied
Craftworkers

"This transition to TAUC has been in progress for a long period of time, and I think it's a little overdue. As we all know, all of our international building trades unions are in a transition. We're changing what went on 5, 10, 15, 20 years ago because the industry's changed. I think TAUC is just what we need for the union contractor to work with the building trades."



— **Joseph J. Hunt**
General President
International Association of Bridge,
Structural, Ornamental, and Reinforcing
Ironworkers

INGENIOUS & INNOVATIVE LEADERS STEP FORWARD FOR CRAFTSPERSON AWARDS

THE ANNUAL CRAFTSPERSON Awards for Ingenuity and Innovation in Construction were presented April 20 in Tucson, Arizona, in conjunction with The Association of Union Constructors' (TAUC) inaugural Leadership Conference.

The Craftsperson Awards spotlight member companies and the individuals they nominate for achievement in one of five areas of excellence: schedule and budget, productivity, cost savings innovation, safety and health, and outstanding craftsmanship.

Ingenious Rigging Plan Maneuvers Steve Richardson into Spotlight

Steve Richardson, a Millwright for Aristeo Rigging & Erectors, earned the top spot in Category I (projects under 25,000 craft work hours) for his work on the Warrenton Copper Casting Line



TAUC Leaders, President Robert Hoover (left) and TAUC CEO Stephen Lindauer (right); along with Gary Kebert, Vice President Meccon Industries, Inc., and Chairman of TAUC's Labor Committee (center left); present the Category I Craftsperson Award for Ingenuity and Innovation award to Steve Richardson of Aristeo Rigging & Erectors (center); along with Mr. Michael Schumacher, Vice President of Operations for Aristeo Rigging and Erectors (center right).



WEIGHTY MATTERS — Steve Richardson's ingenious ideas include a mid-air transfer and a re-rigging — providing clearance, rotation, safety and swiftness — in a project being completed by Aristeo Rigging & Erectors.

Installation project. Richardson has worked as a Millwright supervisor for Aristeo Rigging since 2005. He has worked in almost every type of industrial construction but specializes in automotive shutdowns and time critical equipment installation.

He was nominated for his supervision leading to the completion of the installation of a new Properzi casting line within an operational facility.

Warrenton Coppers' original concept was to bring the casting machine through the roof with a large hydraulic crane. This would have required a substantial shutdown of production and placed craftsmen on a roof of questionable integrity. Richardson created a rigging plan that was safer, more economical, and was completed with no production downtime. The challenge was to install the 35,000-pound, 15-by-20-by-8 foot casting

machine through an exterior building wall and into a 22-foot pit. This process was further complicated by the low height of the existing electrical service and the need to rotate the machine 90 degrees once in the pit.

The solution that Richardson devised included a mid-air transfer from an 80,000-pound fork truck to a four-post, 400-ton gantry system. Then the machine was re-rigged to a reconfigured two-post gantry system which provided the clearance required to rotate the equipment 90 degrees into its final position. This work was all completed safely in two days.

8,700 Tons of Steel Supports Dino Benedict's Innovation

In Category II (25,000 to 100,000 craft work hours), Midwest Steel's foreman, **Dino Benedict**, an Iron Worker, was recognized for his work on the MGM Grand Casino in Detroit, Mich. Benedict has worked for Midwest Steel, Inc. since



William H. Treharne, Director of Engineering and Administration for Midwest Steel, Inc. (center right); receives the Category II Craftsperson Award for Ingenuity and Innovation on behalf of Dino Benedict of Midwest Steel. The award was presented by TAUC President Robert Hoover (left); Gary Kebert Vice President Mecon Industries, Inc. and Chairman of TAUC's Labor Committee (center left); and TAUC CEO Stephen Lindauer (right).

February 2004 and was employed prior to that as a field operation/project manager for Johnson Steel Fabrication in Sanford, Michigan.

He was nominated for his supervision of the fabrication and erection of 8,700 tons of steel during the MGM Grand Casino project in Detroit.

The casino was being built on a very tight sight in downtown Detroit. Benedict, an Ironworker General Foreman, coordinated Midwest Steel's work at the site, keeping the project ahead of schedule and the jobsite well organized. Benedict also participated in the re-certification process for Midwest Steel's Advanced Erector Certification audit while managing the MGM Grand Casino project. The auditors recorded zero deficiencies. The project also underwent OSHA's "wall to wall" inspection over an 18-week period, which ended with zero citations. Benedict was also instrumental in creating a plan to erect an enormous truss in the ballroom area with only one crane instead of two. He rearranged the erection sequences to accommodate the new plan and significantly reduced the project budget.

The first runner-up in Category II, is also an Ironworker from Midwest Steel, Michael LaBlanc, and the second runner-up was Terry Camp, who worked with the Operating Engineers for Chemsteel Construction Co. on a project in Stratton, Ohio. ■



2007 Craftsperson Awards for Ingenuity and Innovation in Construction:

Category I

Under 25,000 Craft Work Hours Winner

Steve Richardson, Millwright
Aristeo Rigging & Erectors, LLC

Category II

25,000-100,000 Craft Work Hours Winner

Dino Benedict, Iron Worker
Midwest Steel, Inc.

1st Runner-Up

Michael LaBlanc, Iron Worker
Midwest Steel, Inc.

2nd Runner-Up

Terry Camp, Operating Engineer
Chemsteel Construction Co.

TAUC ELECTS NEW BOARD OF DIRECTORS

The Association of Union Constructors (TAUC) elected a new Board of Directors during the Opening Session of TAUC's inaugural Leadership Conference in Tucson, Arizona.

Board members elected to a two-year term (2007-2009) are:

Robert C. Hoover,
Aker Kvaerner Songer – President

Robert W. Santillo,
McCarl's Inc. – First Vice President

William Treharne,
Midwest Steel, Inc.
– Second Vice President

Rick L. Rives,
Atlantic Plant Maintenance
– Treasurer

Richard P. Carter,
Fluor Constructors International
– Secretary

Michael Haller,
Walbridge Aldinger

William E. Hering,
S.M. Electric Co., Inc.

Michael Kelley,
Kelley Steel Erectors, Inc.

LeRoy Stromberg,
Alberici Constructors

Board members elected to a one-year term (2007-2008) are:

Iz Cakrane,
Washington Group International

Gary Kebert,
Mecon Industries, Inc.

Gary Knopf,
Stevens Painton Corporation

Thomas Muchesko,
Graycor Industrial Constructors

4 TOPICS DOMINATED CQC'S NATIONAL LEGISLATIVE CONFERENCE

MEMBERS OF THE ASSOCIATION of Union Constructors (TAUC) participated in the Campaign for Quality Construction's (CQC) National Legislative Conference, May 1-3, 2007, at the Grand Hyatt Hotel in Washington, D.C.

At the conference, attendees were informed about specific legislative issues affecting the construction industry, and also had the opportunity to meet face-to-face with their congressional representatives to voice their concerns regarding industry issues.

The focus issues at this year's conference were:

1 Repealing the ill-conceived 3 percent withholding on public contracts set to burden contract performance beginning in 2011, and turning back all efforts to put it into effect before then;

2 Pressing for a broad scope of long-overdue Federal contracting reforms (banning reverse auctions in construction, raising the bar on responsibility determinations to qualify for public contracts, and tightening up protections against misclassifying employees as independent contractors);

3 Supporting legislation that extends the Energy Policy Act of 2005, which grants tax benefits to companies for making energy efficient improvements to properties, as well as new and expanded credits for "green building" construction; and

4 Addressing immigration reform and guest worker proposals to prevent undermining workforce standards in the high-skill sector of the industry.

The 3 percent withholding panel featured commentary by Eric Olafson, Federal Affairs Coordinator for Miami Dade County in Florida, Congressman Wally Herger (R-2nd CA) and Congresswoman Carolyn Maloney (D-14th NY).

The presentation on federal contracting reform was provided by Congresswoman Stephanie Tubbs Jones (D-11th OH) and Rob Burton, Deputy Administrator of the Office of Federal Procurement Policy (OFPP).

The Green Building presentation was conducted by Elizabeth Leoty Craddock, Legislative Correspondent for Environmental, Energy and Agricultural Issues from the office of Sen. Mary L. Landrieu (D-LA).

The immigration issue was addressed by Jack Martin, Director of Special Projects for Federation for American Immigration Reform and by the Keynote speaker, Pat Buchanan. ■



The six sponsoring employer associations presented a united front on the hot button issues during the conference and attendees visited with their congressmen, key congressional leaders and their policy staff to help Congress realize the vital role that specialty construction professionals play in establishing and maintaining high workforce standards as well as their monumental contributions to the economic vitality of the American labor market.

The new Congressional leadership proved eager for input from our union signatory employers and the three-day effort resulted in many congressmen agreeing to co-sponsor and actively support legislation that will help ensure a brighter future for union construction in the years to come.

ATTENDANCE

About 250 Construction Specialty Contractors attended the Campaign for Quality Construction's (CQC) National Legislative Conference, representing:

- Sheet Metal and Air Conditioning Contractors' National Association (SMACNA)
- National Electrical Contractors Association (NECA)
- Mechanical Contractors Association of America (MCAA)
- Finishing Contractors of America (FCA)
- The Association of Union Constructors (TAUC)
- International Council of Employers of Bricklayers and Allied Crafts (ICEBAC)

TAUC MEETS WITH SC&RA FOR THE FIRST TIME!

ANOTHER MILESTONE FOR The Association of Union Constructors was reached April 11, 2007, when the association met with the Specialized Carriers and Rigging Association (SC&RA) for the first time. SC&RA invited a representative of TAUC to speak at the SC&RA Labor Committee about our newly formed association as well as provide an update on the National Maintenance Agreement Policy Committee program.

Jacob Snyder, director of Industrial Relations for TAUC and the NMAPC, made the trip to San Antonio for the SC&RA Annual Conference to discuss the success that TAUC has had in its brief history, and the potential of working with SC&RA on issues of like interest in the future. Snyder outlined the tools and opportunities that the association is striving to

provide for its members as they battle to win back market share.

The SC&RA Labor Committee meeting had about 35 attendees, composed of contractors, vendors and other industry professionals. The message delivered on behalf of TAUC was clear: "Union construction now has a voice, and it is time to work with our partners to enhance and grow the union construction industry."

When asked about the importance of having a representative at this meeting, TAUC CEO Stephen Lindauer noted, "It is important for TAUC to continue to build relationships and form alliances with specialized associations. This is part of an ongoing effort to fulfill the mission of enhancing and advancing the union construction industry." ■

JOBSITE SAFETY KEY TO EARNING REYNOLDS AWARD

THE THOMAS J. REYNOLDS AWARDS for Excellence in Construction Safety and Health were created more than two decades ago to recognize and commend the exceptional efforts made by The Association of Union Constructors' members to prevent the occurrence of serious injury or worse on the jobsite. Along with the TAUC Craftperson Awards and the National Maintenance Agreements Policy Committee's Annual Zero Injury Safety Awards (ZISA), these awards are only earned by union contractors whose number one goal on the jobsite is safety.

This year TAUC had 20 members submit for the Thomas J. Reynolds Safety Awards, with their total hours worked at more than 27 million and only 164 days away from work cases. The average Lost Time Incident Rate of these TAUC Members is 1.5 for 2006, well under the BLS National Average.

The winners in each category are determined by the lowest Lost Time Frequency in each category. Participants who have achieved a Lost Time Frequency of 25 percent or below the BLS National Average in 2006, but who are not the lowest in their particular award category, receive a Certificate of Achievement to acknowledge their accomplishments.

This year's awards ceremony took place at the TAUC Inaugural Leadership Conference in Tucson, Ariz., and awards were presented in three hours-worked categories.

CATEGORY III WINNERS

(100,000 – 499,999 hours worked)

Kelley Steel Erectors, Inc.
Norris Brothers Construction
Monarch Welding and Engineering

CATEGORY II WINNERS

(500,000 – 1 million hours worked)

Midwest Steel
Minnotte Contracting Corp.
Stone & Webster Construction, Inc.

CATEGORY I WINNERS

(over 1 million hours worked)

McCarl's Inc.
Walbridge Aldinger
Foster Wheeler Zack, Inc.

CERTIFICATES OF ACHIEVEMENT

Aker Kvaerner Songer (Category I)
Day & Zimmermann NPS, Inc. (Category I)
Graycor Industrial Constructors Inc (Category I)
Stevens Painton Corp. (Category I)
JJ White Inc. (Category I)
Morrison Construction Co. (Category II)
Pioneer Pipe, Inc. (Category II)
MC Industrial (Category III)



Exceptional Commitment — William Hering of S.M. Electric Co. Inc. and Chairman of TAUC's Safety and Health Committee (top left) along with TAUC CEO Stephen Lindauer (top right) honor industry leaders who demonstrated an exceptional commitment to workplace safety in 2006 with the Thomas J. Reynolds Award for Excellence in Construction Safety and Health. Winners were (seated, left to right) Robert Hoover of Aker Kvaerner Songer, Inc.; Gerard Schreiber of MC Industrial; Tom Muchesko of Graycor Industrial Constructors Inc., Gary Knopf of Stevens Painton Corporation, and Charles Burns of J.J. White Inc. (standing, center).

TAUC'S WEBINAR SERIES EXCEEDS EXPECTATIONS

Perfecting the Pre-Job Conference, The Association of Union Constructors' first online training seminar (Webinar) garnered about 100 construction professionals, exceeding TAUC leaders' expectations.

"Having 100 participants for our first Webinar was encouraging, especially considering that we had a nearly even mixture of owners, contractors and craft representatives in attendance," said TAUC President Robert Hoover concerning the April 27, 2007, session. "Although project managers and on-site superintendents would particularly benefit from this first offering in the TAUC Webinar Series, the diversity of participants really helped us hit our mark and provided a truly beneficial one-hour discussion for everyone involved."

The Webinar featured presentations by:

- **DAN HEREDA**, division manager with Mittal Steel, who shed light on the pre-job conference from an owner's perspective, touching on the importance of successfully launching a project and keeping the lines of communication open;

- **GARRY KEMP**, business manager with the Greater Kansas City Building and Construction Trades Council, who offered labor's vision of the perfect pre-job conference and how navigating the pre-job conference correctly can result in an accurate forecasting of the manpower needed for a particular project; and
- **TIM REDDINGTON** and **LARRY ZIMMERMAN**, president and vice president of Labor Relations with Day and Zimmermann, NPS, Inc., who provided a "how to" from the contractors' viewpoint on the ways in which an effective pre-job conference can help avoid unnecessary disputes and ensure a successful, cost-effective project.

Webinars are archived on TAUC's Web site, www.tauc.org, for one year and are available at a discounted rate. Governing TAUC members receive access to all of TAUC's programs and services free of charge. For details on the TAUC Webinar Series, contact TAUC Manager of Membership Mike Dorsey at (703) 524-3336 ext. 122, or mdorsey@tauc.org.



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how to get the job done right the first time.

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on the job site. Fewer headaches.

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And that's good.

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Contact your local NECA chapter or IBEW local union
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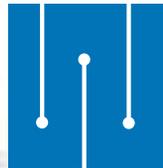
Heat exchanger services are a specialty of JJ White Incorporated. We have an entire operational Group dedicated to providing state-of-the-art exchanger services like high-pressure washing, extraction, cleaning and replacement of bundles. Whether you need fast services that don't interfere with processing units or are scheduling a complete turnaround, we have skilled personnel that can handle the job.

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