

ADVANCING UNION CONSTRUCTION AND MAINTENANCE

THE CONSTRUCTION USER

A Publication of The Association of Union Constructors | www.tauc.org | Winter 2016-17

16th Annual Zero Injury Safety Awards®

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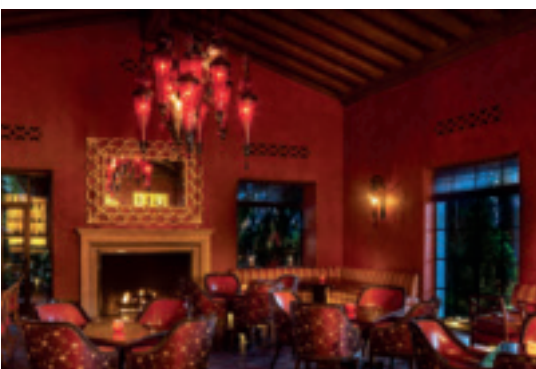
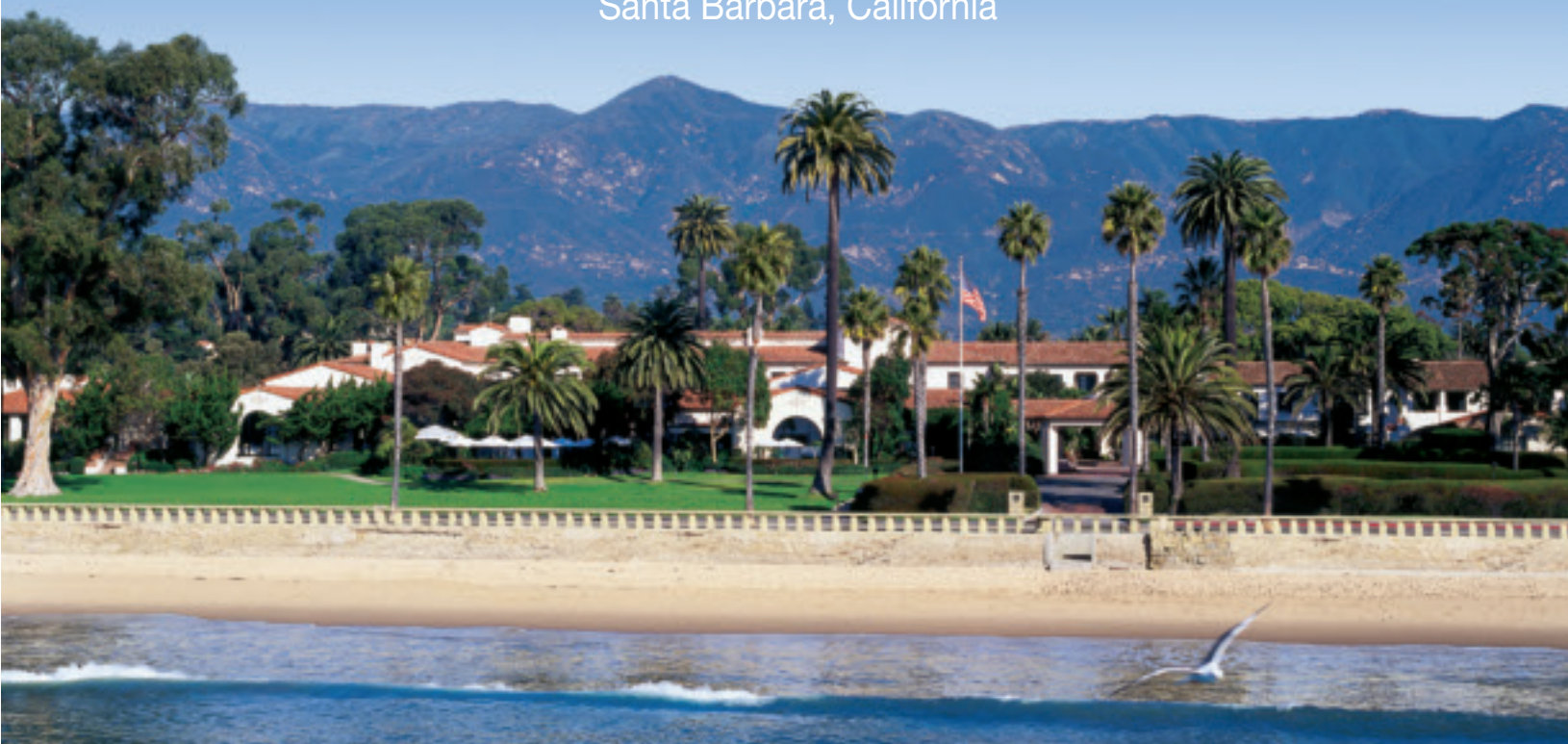
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Customer Focused



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

**“Coming together is a beginning. Keeping together is progress.
Working together is success.”**

— Henry Ford

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

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

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

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

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

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

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


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

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

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

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

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

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



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The Human Factor

by **STEVE LINDAUER**
TAUC CEO

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

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

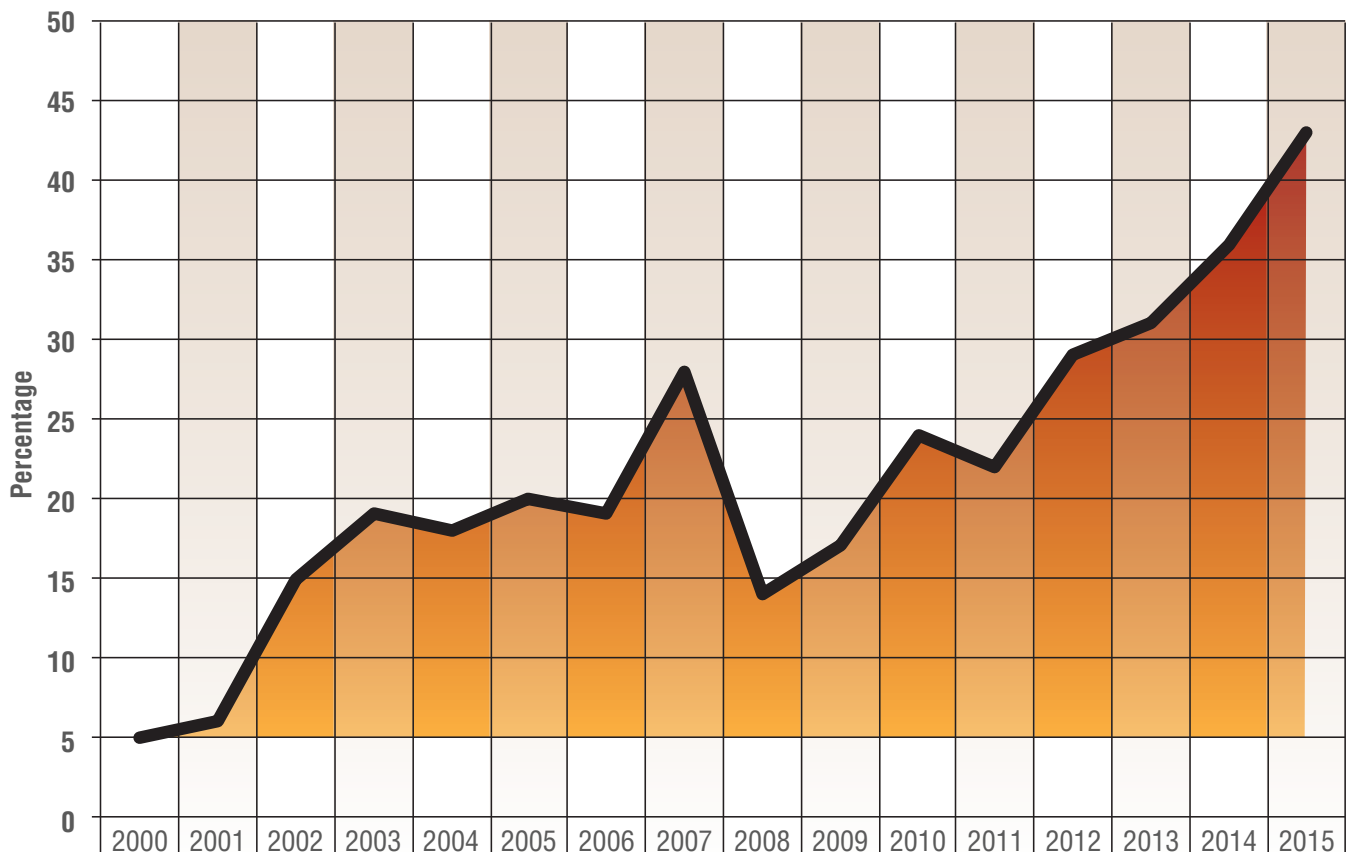
Agreement, a PLA administered by the North American Contractors Association and North America's Building Trades Unions.

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

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

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

Percentage of NMA Work Hours Performed With Zero Injuries



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

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

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

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

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



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

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

by MARK BRESLIN

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

Visit his website at www.breslin.biz or contact him at (925) 705-7662.

Questions?

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E-mail Executive Editor
David Acord at dacord@tauc.org.

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



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The Ground Game

by **SCOTT FISHER, AGC OF MICHIGAN**

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

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

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

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

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




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

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

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

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



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

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NMAPC Uses Innovative Crowdsourcing Method to Create ZISA Video

by DAVID ACORD

AT THIS YEAR'S Zero Injury Safety Awards Gala, held October 27th in Washington, D.C., attendees saw the premiere of a new video presentation entitled "A Dream of Safety." Produced by the National Maintenance Agreements Policy Committee, Inc. (NMAPC), this "mini-movie" uses cutting-edge graphics and animation to tell the story of how the zero injury philosophy was created by pioneers like Emmitt Nelson.

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

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

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

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

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



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

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

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

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

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

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

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

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

Once again, we encourage you to view "A Dream of Safety" online at www.zisa.org/videos.

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



"A DREAM OF SAFETY"

Watch the full video now at ZISA.ORG/VIDEOS



16th Annual Zero Injury Safety Awards®

Celebrating More Than 22 Million Injury-Free Work Hours



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

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

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

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

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

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

The Year's Top Winners

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



Winners of the first annual ZISA Project Recognition Program Award.

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


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

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

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

New Category Introduced

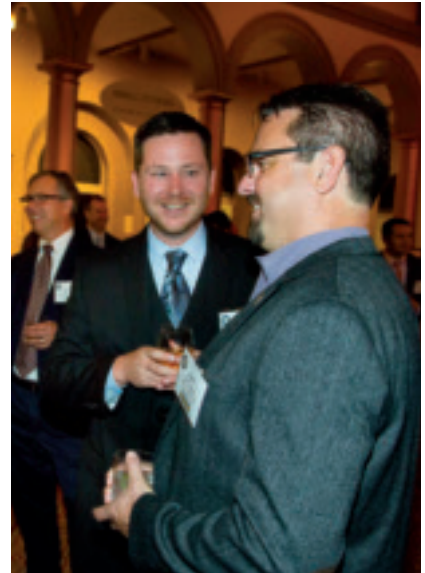
This year, NMAPC also introduced a new award category: the Project Recognition Program, which recognizes NMAPC Yellow Card Projects with 500,000 or more hours worked with zero recordable injuries project wide. All contractors, subcontractors and unions working on the Yellow Card project are recognized.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

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



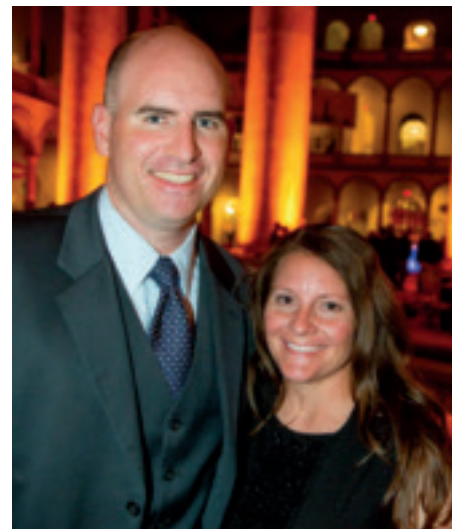
Snapshots from the 2016 Zero Injury Safety Awards® Gala





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

**WWW.
ZISA.ORG/
PHOTOS**





NMAPC Zero Injury Safety Award® Winners

Zero Recordable Injury Certificate of Merit

Zero Recordable Injury Certificate of Merit

GROUP 1

SUNOCO LOGISTICS PARTNERS L.P.

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

GROUP 2

NORTH STAR BLUESCOPE STEEL LLC

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

GROUP 3

CYTEC INDUSTRIES

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

GROUP 4

BLUE RACER MIDSTREAM, LLC

Pioneer Pipe, Inc.
Blue Racer Midstream, LLC
Parkersburg-Marietta Building Trades Council
 56,129 Work Hours
 NFS1 Station
 Summerfield, OH

GROUP 5

ASSOCIATED ELECTRIC COOPERATIVE INC.

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

GROUP 6

SOUTHERN ILLINOIS POWER COOPERATIVE

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

GROUP 7

COVESTRO LLC

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

GROUP 8

KANSAS CITY POWER & LIGHT COMPANY

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

GROUP 9

INDIANA-KENTUCKY ELECTRIC CORPORATION

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

GROUP 10

PUBLIC SERVICE COMPANY OF NEW MEXICO

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

GROUP 11

ENBRIDGE ENERGY COMPANY

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

GROUP 12

CONSUMERS ENERGY

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

GROUP 13

THE LINDE GROUP

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

GROUP 14

ARIZONA PUBLIC SERVICE COMPANY

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

GROUP 15

AK STEEL

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

GROUP 16

OHIO VALLEY ELECTRIC CORPORATION

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

GROUP 17

CAMPBELL SOUP COMPANY

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

GROUP 18

EXXONMOBIL

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

GROUP 19

CITGO PETROLEUM CORPORATION

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

GROUP 20

SUNOCO LOGISTICS PARTNERS L.P.

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

GROUP 21

MOTIVA ENTERPRISES LLC

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

GROUP 22

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

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

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

GROUP 23

PROCTER & GAMBLE HAIR CARE LLC

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

GROUP 24

MARATHON PETROLEUM CORPORATION

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

GROUP 25

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

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

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

GROUP 26

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

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

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

GROUP 27

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

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

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

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

GROUP 28

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

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

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

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

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

GROUP 29

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

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

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

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

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

GROUP 30

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

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

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

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

GROUP 31

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

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

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

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

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

GROUP 32

BP PRODUCTS NORTH AMERICA, INC. (4 RECOGNIZED PROJECTS = 421,471 INJURY FREE WORK HOURS)

GEM Inc.
BP Products North America, Inc.
Northwestern Ohio Building Trades Council
70,652 Work Hours
Toledo Refinery
Oregon, OH

AMS Mechanical Systems, Inc.
BP Products North America, Inc.
Northwestern Indiana Building Trades Council
80,124 Work Hours
Whiting Refinery
Whiting, IN

Cannon Sline Industrial, Inc.
BP Products North America, Inc.
Painters Local Union No. 460
112,782 Work Hours
Whiting Refinery
Whiting, IN

Graycor Industrial Constructors Inc.
BP Products North America, Inc.
Northwestern Indiana Building Trades Council
157,913 Work Hours
Whiting Refinery
Whiting, IN

GROUP 33

**AMERICAN ELECTRIC POWER
(5 RECOGNIZED PROJECTS =
477,360 INJURY FREE WORK HOURS)**

Thermal Solutions, Inc.
American Electric Power
Tri-State Building Trades Council
58,463 Work Hours
Big Sandy Plant
Louisia, KY

Day & Zimmermann NPS, Inc.
American Electric Power
Southwestern Virginia Building Trades Council
71,445 Work Hours
Clinch River Power Plant
Cleveland, VA

Day & Zimmermann NPS, Inc.
American Electric Power
Upper Ohio Valley Building Trades Council
106,373 Work Hours
Cardinal Plant
Brilliant, OH

StructSure Scaffold & Insulation, LLC
American Electric Power
Tri-State Building Trades Council
110,911 Work Hours
Big Sandy Plant
Louisia, KY

Enerfab Power & Industrial, Inc.
American Electric Power
Tri-State Building Trades Council
130,168 Work Hours
Big Sandy Plant
Louisia, KY

GROUP 34

DUKE ENERGY CORPORATION (4 RECOGNIZED PROJECTS = 478,587 INJURY FREE WORK HOURS)

Gribbins Insulation Company
Duke Energy Corporation
Insulators Local Union No. 18
57,350 Work Hours
Cayuga Generating Station
Cayuga, IN

Solid Platforms, Inc.
Duke Energy Corporation
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Central Office
95,268 Work Hours
Cayuga Generating Station
Cayuga, IN

Solid Platforms, Inc.
Duke Energy Corporation
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Central Office
141,747 Work Hours
Gibson Station
Owensville, IN

Enerfab Power & Industrial, Inc.
Duke Energy Corporation
Southwestern Indiana Building Trades Council
184,222 Work Hours
Gibson Station
Owensville, IN

GROUP 35

**ARCELORMITTAL (6 RECOGNIZED PROJECTS =
514,453 INJURY FREE WORK HOURS)**

Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Northern Office
68,006 Work Hours
Burns Harbor Plant
Burns Harbor, IN

Graycor Industrial Constructors Inc.
ArcelorMittal
Western Reserve Building
Trades Council
71,984 Work Hours
Warren Plant
Warren, OH

Stevens Engineers & Constructors, Inc.
ArcelorMittal
Northwestern Indiana Building
Trades Council
76,480 Work Hours
Indiana Harbor (East Chicago) Plant
East Chicago, IN

Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Northern Office
80,322 Work Hours
Indiana Harbor (East Chicago) Plant
East Chicago, IN

Tranco Industrial Services, Inc.
ArcelorMittal
Laborers Local Union No. 41
84,744 Work Hours
Indiana Harbor (East Chicago) Plant
East Chicago, IN

Morrison Construction Company
ArcelorMittal
Northwestern Indiana Building
Trades Council
132,917 Work Hours
Burns Harbor Plant
Burns Harbor, IN

GROUP 36

**NRG ENERGY, INC. (7 RECOGNIZED PROJECTS =
660,239 INJURY FREE WORK HOURS)**

Burnham Industrial Contractors
NRG Energy, Inc.
Lawrence County Building
Trades Council
51,053 Work Hours
New Castle Power Station
New Castle, PA

**Somerset Steel Erection
Company, Inc.**
NRG Energy, Inc.
Pittsburgh Building Trades Council
58,854 Work Hours
Keystone Generating Station
Shelocta, PA

NAES Power Contractors
NRG Energy, Inc.
Pittsburgh Building Trades Council
62,949 Work Hours
Keystone Generating Station
Shelocta, PA

**Somerset Steel Erection
Company, Inc.**
NRG Energy, Inc.
Johnstown Building Trades Council
67,984 Work Hours
Conemaugh Station
New Florence, PA

Hayes Mechanical Inc.
NRG Energy, Inc.
Johnstown Building Trades Council
106,668 Work Hours
Homer City Generating Station
Homer City, PA

Burnham Industrial Contractors
NRG Energy, Inc.
Johnstown Building Trades Council
120,874 Work Hours
Homer City Generating Station
Homer City, PA

McCarl's Inc.
NRG Energy, Inc.
Johnstown Building Trades Council
191,857 Work Hours
Conemaugh Station
New Florence, PA

GROUP 37

**GENERAL MOTORS COMPANY LLC
(9 RECOGNIZED PROJECTS =
776,207 INJURY FREE WORK HOURS)**

S&D Mechanical Services, Inc.
General Motors Company LLC
United Association Local Union
No. 370
50,343 Work Hours
Flint Truck Assembly
Flint, MI

Aristeo Construction
General Motors Company LLC
South Central Indiana Building Trades Council
55,566 Work Hours
Bedford Foundry GMPT
Bedford, IN

Aristeo Installation, LLC
General Motors Company LLC
Michigan Building Trades Council
58,383 Work Hours
Flint Truck Assembly
Flint, MI

GROUP 37 CONTINUED

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

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

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

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

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

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

GROUP 38

FIRSTENERGY CORP.

(10 RECOGNIZED PROJECTS = 1,069,778 INJURY FREE WORK HOURS)

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

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

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

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

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

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

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

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

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

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

ZISA Project Recognition Program Award

GROUP 39

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

CONTRACTORS:

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

LOCAL UNIONS:

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

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

Zero Injury Plaque – Bronze Star

GROUP 40

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

GROUP 41

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

GROUP 42

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

GROUP 43

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

GROUP 44

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

GROUP 45

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

GROUP 46

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

GROUP 47

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

GROUP 48

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

GROUP 49

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

GROUP 50

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

GROUP 51

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

GROUP 52

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

GROUP 53

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

GROUP 54

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

GROUP 55

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

GROUP 56

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

GROUP 57

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

GROUP 58

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

GROUP 59

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

GROUP 60

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

GROUP 61

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

Zero Injury Plaque – Silver Star

GROUP 62

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

GROUP 63

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

GROUP 64

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

GROUP 65

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

GROUP 66

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

Zero Injury Plaque – Gold Star

GROUP 67

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

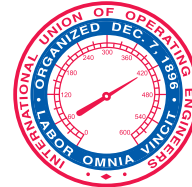
GROUP 68

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



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LMCT
Labor Management Cooperative Trust

Exclusive Sponsors



Silver Sponsors



Bronze Sponsors



Situational Awareness

by JOE LASKY, JR., CSP, CHMM

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

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

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

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


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

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

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

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

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

Stay Safe Out There! 



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

Are We Undervaluing Our Repeat Customers?

by JACOB SNYDER

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

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

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

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

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


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

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

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

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

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

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



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

Regardless of Who Won...

by STEVE JOHNSON

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

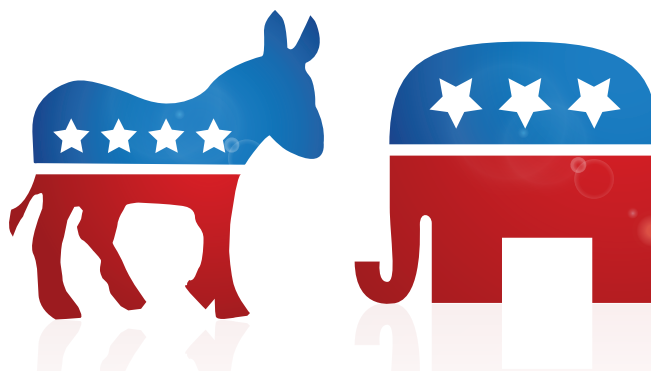
We have our work cut out for us as it relates to Government Affairs, both at the state and federal levels. Our contractor members are dealing with right-to-work legislation and anti-prevailing wage laws at the state level, environmental regulations at the state and federal level that are impacting the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

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

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

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

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



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

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



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

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


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

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

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

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

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

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



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

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Are Your HR Practices Creating Criminal Antitrust Liability?

by STEVE FELLMAN, TAUC GENERAL COUNSEL

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

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

Anti-Poaching Agreements

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

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

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

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

Stabilizing Agreements

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

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

Information Exchanges

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

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



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

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



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Contact: Todd Mustard

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