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## 2018 FIELD GUIDE

Winter 17-18

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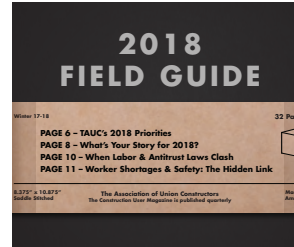
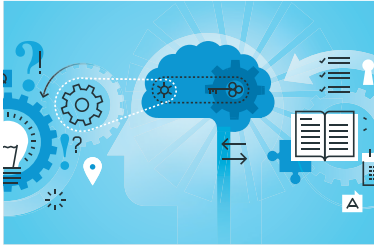
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PUBLISHED DECEMBER 2017

# Reflections & Opportunity



by JAKE LOCKLEAR

TAUC PRESIDENT  
PRESIDENT AND CEO,  
APM + APCOM

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***The end of the year is often  
an opportunity to reflect.  
What did I hear and see?  
What successes can we  
celebrate? What failures  
can we learn from?***

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**“Life moves pretty fast. If you don’t stop and look around once in a while, you could miss it.”**

**— Ferris Bueller from the 1986 movie, *Ferris Bueller’s Day Off***

**T**HE ABOVE QUOTE headlined my article for the Spring issue of *The Construction User* magazine.

Little did I know how true that quote would be for 2017. (I am a parent of three young children, so I should appreciate how quickly life moves. But I don’t.) The year seems to have flown by, with many challenges and changes.

The end of the year is often an opportunity to reflect. What did I hear and see? What successes can we celebrate? What failures can we learn from? Whom have I influenced, and who has influenced me? What is my *Why*? Am I still living congruently with my *Why*?

As we close out 2017, I encourage us all to take time and look back on the year. In prior articles, I have shared a few specific actions to help us engage in our industry. As you reflect on 2017, ask yourself some questions, and then challenge yourself to act.

1. The voice of union construction needs your voice. How engaged were you in moving our organization forward? Block out the following weeks on your 2018 calendar, and bring someone with you – a fellow union contractor or a customer influential in the union construction industry.

- a. May 15-18, TAUC Leadership Conference in Key Largo, Fla.
- b. June 19-21, TAUC Industrial Grade Innovation Conference & Expo in Dearborn, Mich.

- c. August 15-16 - TAUC Summer Summit is taking place in Baltimore, MD with a tour of DEWALT’s R&D Facilities
- d. December, TAUC Open House & State of the Union Construction Industry in Washington, DC.

2. Our industry needs leaders willing to invest time and energy in building ourselves, our teams, our markets and our next generation. What investments have you made in you and your team’s growth this year?

- a. Did you calendar 10 minutes per day to read about something new in our industry and/or our markets? Catch up over the holidays and set aside that time in 2018.
- b. Did you collaborate with someone on a new technology to adopt, a new market to enter, a new skill to add? Once you get into the rhythm of reading and learning, commit in 2018 to reach out to a partner in our industry and work together on progress – moving your team, your business, our industry forward.
- c. How often did you recognize members of your team for their excellence? If we are honest, most will say not enough. The holidays are a great



opportunity to say thank you, both in word and in deed, to those who lift us up.

3. Have you developed your elevator speech? Do you know your -- and our -- WHY? Use the year-end as an opportunity to reflect on *why* you are so passionate about union construction and our craftsmen and women. Then use 2018 as an opportunity to share your passion with anyone and everyone. Our industry needs passionate people who can articulate our values and our vision.

Finally, the end of the year is often a time we give ourselves to service. I know many of you have served our country and communities this year, giving your money, time and energy to helping those who were hit hard by Hurricanes Harvey, Irma, and Maria as well as the wildfires in the northwest USA. As you know, I am from Houston, which suffered so much devastation from Hurricane Harvey. I personally thank all of you who came to our aid in a great time of need.

Having reflected on these disasters this past fall, I have also seen an opportunity for our industry to take collective action, together as ONE. In places where a natural disaster occurs, there will be a need for competent, professional, trusted constructors to help communities, businesses, governments, etc. recover and rebuild. Within TAUC, we have constructors of integrity. We have relationships with 14 building trades that have millions of craftsmen and women available. We can meet this need unlike any others in the industry.

We can also meet this need with compassion and the community interest at heart. We have the ability to reduce cost to help these communities. We have the ability to train displaced workers with skills. We have the ability to mobilize quickly.

This fall in Houston we have seen a community fall in love with a few groups:

- The World Series champion Houston Astros.

- J.J. Watt, who raised almost \$40M for hurricane relief; Jim McIngvale, who opened his Gallery furniture stores to anyone in need; HEB grocery, who kept shelves stocked when travel was perilous; and others of similar devotion who served our neighbors in need.
- Policemen, firemen, National Guard, and others who tirelessly protected and served the community.
- Neighbors with boats who risked their lives to save others.

We have an opportunity to add to that list. Houston can again love union constructors and union craftworkers.

I ask each of you to engage me in considering how we can reflect on these disasters and the challenges they created, what we can learn from them, and how we as an industry can be proactive to have a solution available to meet the next need.

Finally, I pray you all enjoy a safe, healthy, and joyous holiday season.



# A Bias Toward Action:

## TAUC in 2018

by STEVE LINDAUER, TAUC CEO

**T**HIS IS THE time of year when many contractors find themselves inundated with to-do lists. So much has to be done before the end of the year, from attending board meetings and coordinating employee vacation schedules to planning the annual company holiday party. And that's just on the business side; we also have to juggle family obligations, holiday travel and, of course, shopping for gifts.

In all of this end-of-year rush, it can be difficult to carve out time to think long and hard about priorities and goals for the coming year – both for your company and the industry as a whole. What are some of the biggest challenges you'll face in 2018? Which specific areas of your business need more time and attention? What new industrial trend could revolutionize – or perhaps even jeopardize – your business?

Every contractor will answer these questions differently, of course. But to help you jumpstart your 2018 planning, I'd like to share some of the top items on TAUC's priority list for the coming year and beyond. They range

from broad, big-picture ideas to more granular, boots-on-the-ground concerns, but one consistent theme shines through: a bias toward action. In other words, once we have thoroughly researched an issue and consulted with our members and industry stakeholders, we don't want to just sit on the sidelines. We want to be on the field, executing a solid and considered game plan to “move the ball forward” and make real progress, whether it's on Capitol Hill or in an owner-client's executive suite. As legendary businessman Jack Welch put it, “An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”

- **Tackle the opioid crisis head-on.** Opioid abuse is reaching epidemic levels in many communities across the country – and unfortunately, it is impacting the union construction and maintenance industry as well. It's not an easy subject to talk about, but one thing is clear: the tripartite community can't remain silent. It's time to sit down and have the tough conversations. In 2018, TAUC



### 2018 To Do List



Tackle the opioid crisis head-on.



Take our government relations activities to the next level.



Expand the reach of Construction Employers of America.



Embrace the potential of new technology to transform our industry.



Grow our new Legacy Partner program.




will be working closely with the building trades, our member contractors and owner-clients to formulate a clear and effective plan of action to deal with drug abuse both on and off the jobsite. We want to ensure that anyone in our industry with an addiction problem has somewhere to go – and someone to turn to – for help.

- **Take our government relations activities to the next level.** For the last several years, TAUC has been working hard to enhance our presence on Capitol Hill and advocate for our members. For too long, politicians have enacted laws and policies that sound great on paper, but end up hurting (even crippling) contractors' livelihoods. TAUC has positioned itself as a conduit between the Washington establishment and our members, opening up dialogue and lines of communication so that Democrats and Republicans alike understand the effects their actions have on businesses in the "real world." In 2018, we're stepping up those efforts even more. It is TAUC's intention to create a political action committee, or PAC, to support legislators who advocate for the commonsense policies that will help our industry to grow and thrive. I hope to be able to share more details about the PAC with you very soon.
- **Expand the reach of CEA.** In 2016, TAUC and four other premier national construction specialty contracting associations launched the Construction Employers of America (CEA), a joint initiative to coordinate action on construction, workforce, and labor issues facing their industries. In less than two years, we have helped make CEA a force to be reckoned with in Washington, putting contractors in touch with legislators and advocating for important issues like infrastructure spending. In 2018, we will work to broaden CEA's reach beyond government affairs and into such areas as industrial relations and environmental safety and health.
- **Embrace the potential of new technology to transform our industry.** In order to survive, our industry must enthusiastically seek out the latest technological innovations, from wearable technology and 3D printing to advanced robotics and exoskeletons. If we don't, our competition – and the world – will pass us by. At our Leadership Conference this past May, we doubled down on tech, inviting speakers who helped us understand not only *why* we need to embrace the latest innovations, but *how* to figure out what the "next big thing" will be before it even arrives. And in August, at our Summer Summit in Pittsburgh, we took members on a field trip to the Carnegie Mellon National Robotics Engineering Center (NREC) where we participated in fascinating virtual reality (VR) simulations – and met a robot that knew how to use a battery-powered screwdriver. Afterwards, leaders

from the NREC sat down with our contractors and discussed how robotics and other advanced high-tech solutions can be integrated into our industry.

In 2018, TAUC's commitment to helping members understand and embrace technology will enter a new and exciting phase. We are excited to announce a brand-new event, the Industrial Grade Innovation Conference & Expo (IGI), scheduled for June 19-21 in Dearborn, Michigan. IGI is destined to become the premier annual event where union construction and maintenance executives, owners, technologists, and innovators gather for educational seminars, dynamic speakers, knowledge-sharing, networking, and inspiration. You'll be hearing more about IGI soon!

- **Grow our new Legacy Partner program.** This year, TAUC launched its Legacy Partner Program, which matches the foremost manufacturers and service providers in the industry with our dynamic network of decision makers from the contractor, owner and union labor communities. In the spring, we were honored to welcome our first Legacy Partner, DEWALT, the world's leading provider of industrial power tools. In just a few short months, our contractors and DEWALT have already opened a dialogue about the unique needs of the industrial sector of the construction industry. We recently added a second partner, ProCore, makers of the most widely used construction management software in the industry, and are looking forward to another mutually beneficial arrangement with them as well. In 2018, we will seek to grow the Legacy Partner program even further, giving our members more opportunities to connect with service providers.

As you can see, 2018 is shaping up to be a busy year for TAUC – the Year of Taking Action, you might call it. Our association occupies a unique leadership role within our industry, and we don't intend to let our members down. Join us for the ride – and help us make the coming year the most successful yet. And on behalf of everyone at TAUC, we wish you a happy, healthy and **safe** holiday season! 



*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. (NM*

# Preparing for 2018: What's Your Story?

by MARK BRESLIN

**A**S 2017 WINDS down and we start looking ahead to 2018, chances are you're thinking in terms of budgets, new work opportunities, equipment purchases and a thousand other details involved in running a successful business. Manpower is probably right at the top of your list, too. How are you going to find a new crop of bright, qualified people eager to get after it and work their tails off?

Regardless of whether you are a contractor, labor organization, utility, oil company, manufacturer or service provider, if you want to attract real talent next year – and beyond – you have to focus on one thing above all others: tell your story, and tell it well.

In today's business environment, having a great story to tell is essential. A 2016 *Forbes* article called storytelling “the new strategic imperative of business.” People respond to a powerful, authentic story about what your organization does, why you do it, and your goals for the future. It motivates them and makes them want to be a part of what you're doing.

But here's the problem: right now, we are telling a terrible story to young people about the career path available in the union construction industry. Like it or not, we still are perceived as a career of last resort. Ask teachers, school counselors, or parents. We have been selling what people don't want. So it is time for our story to change.

There are really two parts to this: first, figuring out the story you want to tell, and then determining where and how you tell it. Let's start with the first part: defining our industry story. Right now it sounds like this. “Good job, good wages.” *Lame. Ugh.* This is a 1970s story. It's part of our Boomer heritage of “work hard to get ahead.” It is dull, unimaginative and poorly conveyed.

Here is the new career story in 25 words: “A \$50-80,000, debt-free technical education – including, in most cases, college credits – leading to career path opportunities in leadership earning in excess of \$100,000 per year.”

If you don't think message matters, take a page from the military. The various branches offer the opportunity to serve your country, sure – but they sell education and financial assistance on the back end. Oh, and by the way, according to *USA Today*, the U.S. Army is spending \$300,000,000 to recruit 6,000 new members this year. *That* is our competition.

The other part of our story has to involve demonstrating clear career path advancement opportunities. We have to sell what millennials are interested in, which is how to move forward in their chosen field. How do we do that? By clearly and simply laying out the steps involved in the advancement process – what they need to do, the skills they need to learn, and so on. Unions and employers both need to use this career path diagram when having discussions with them:



The other half of the issue is where and how we tell our story. And sadly for those of us who are a little grey and grumpy, that story is most often told online – by you or by someone else.

It was not that long ago that I laughed off Facebook. I made fun of it as a stupid, time-wasting social enterprise for undisciplined people with too much time on their hands. Then I got hit in the head with a two-by-four. A very heads-up young business agent in the Midwest showed me a construction Facebook group. It was made up of qualified, skilled craftworkers in construction and energy turn-around. They were connecting peer-to-peer,

sharing information on where jobs are, how good certain employers are, what industry trends they are seeing and, in some instances, just screwing around with each other in a good-natured way.


Here's what changed my entire viewpoint: that Facebook group has *30,000 members*.

I share this as one small example of how drastically the job-hunting and employment world has changed. It is the era of Yelp, Trip Advisor and Glass Door. People are used to evaluating products, services, companies and careers. You have to tell your story and tell it well, or you might get your ass handed to you.

Here are four items that we might want to consider implementing to tell your story more effectively:


1. **Add high-quality video to your home or landing page on the web.** Today the narrative of who you are, what you stand for, how your employees or members feel, and what opportunities exist can be told best in visual form. If I can go on Realtor.com and find ten fixer-uppers in three minutes, shouldn't I be able to find out all about you without searching a bunch of pages or having to read a ton of narrative? Add video. Don't cheap out.
2. **Create a high-quality LinkedIn presence.** This site is the number-one location for talent procurement in the country. Every one of your employees on LinkedIn is available to be recruited 24-7 -- and every prospect working for someone else that could be working for you is in the same arena. Having a company or organization page, as well as a group, is certainly not a bad way to tell your story, and it barely costs anything. Post cool project pictures. Recognize people via company awards. Tell your workplace safety story there, etc.
3. **In the Careers Section of your website, make sure to have testimonials, especially from Millennials.** This group uses third-party validation as their number-one reference when making decisions. And if you can combine this with the video idea, you have doubled your impact.
4. **Put up a Facebook page.** Yes, it really is important. Think of your organization like a big extended family unit. They want to know what's going on with the other family members. These can be crews, divisions or simply those working far away. Maximize the engagement and connection of what everyone is doing in this centralized way. This is a place for positive

personal engagement to occur. This is a place to show camaraderie. This is an informal place to tell your story not only to prospective employees, but to your own people as well. I know you aren't going to create the Facebook page yourself, so find a couple of Millennials who will.

Telling our story matters. Telling it well matters more. Let's get with the program and retire outdated stereotypes of our industry and career opportunities. The war for talent is on...and we need to be more interested in winning it. 



*Mark Breslin is a strategist and author of several books, including most recently, **The Five Minute Foreman: Mastering the People Side of Construction**. Visit his website at [www.breslin.biz](http://www.breslin.biz) or contact him at (925) 705-7662.*



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# When Labor & Antitrust Laws Clash, Courts' Rulings are Inconsistent

By STEVE FELLMAN, TAUC LEGAL COUNSEL

**T**HIS ISSUE, I'D like to take an in-depth look at two recent court cases with very different outcomes. They show an alarming lack of consistency in the way courts decide how antitrust laws should be applied in the context of collective bargaining agreements – a sobering and important fact all contractors should be aware of.

## The Longshoremen Case

The first case I would like to discuss is *International Longshoremen and Warehouse Union; Pacific Maritime Association v. ICTSI, Inc.* On July 24, 2017, the United States Court of Appeals for the Ninth Circuit held that even though the joint activity of a union and a multiemployer collective bargaining association may violate the provisions of Section 8(e) of the National Labor Relations Act, if such illegal conduct is related to mandatory subjects of collective bargaining, such conduct may still be protected from forming a basis for antitrust liability because of the non-statutory labor exemption to the antitrust laws.

Here are the basic facts: the International Longshoremen and Warehouse Union (the Longshoremen) had a multiemployer collective bargaining agreement (CBA) with the Pacific Maritime Association (PMA). ICTSI operated marine shipping Terminal 6 in Portland, Oregon pursuant to a lease with the City of Portland. ICTSI was a member of PMA, which represented ICTSI in negotiating with the Longshoremen. Under the collective bargaining agreement, a joint committee had been established to handle all jurisdictional disputes.

The Longshoremen and PMA had agreed that under the CBA, “reefer” work — plugging, unplugging and monitoring refrigerated shipping containers — would be performed by Longshoremen. The Longshoremen sought to perform that work at Terminal 6. However, ICTSI claimed that reefer work at Terminal 6 had traditionally been performed by the International Brotherhood of Electrical Workers (IBEW) and, pursuant to its lease with the Port of Portland, it did not have the authority to assign such work to the Longshoremen.

The Longshoremen filed a grievance with the joint committee which awarded the work to the Longshoremen. ICTSI refused to give the work to the Longshoremen and filed a Section 10(k) proceeding with the NLRB to settle the jurisdictional dispute. The NLRB sided with ICTSI, issuing a decision that the work in

question was IBEW work. PMA — which, again, had been representing ICTSI in negotiations — filed an action in U.S. District Court to set aside the NLRB decision.

The District Court did just that, and ICTSI appealed to the Ninth Circuit Court of Appeals. The Ninth Circuit reversed the District Court holding, finding it did not have the authority to overrule the NLRB on this issue.

But it still wasn't over. The Longshoremen and PMA then filed *another* suit in U.S. District Court under Section 301 of the Labor Management Relations Act. They asked the Court to order ICTSI to comply with the joint committee decision and award the work to the Longshoremen. ICTSI counterclaimed, alleging among other things that the agreement between

*Continued on Page 27*



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# Shortage of Construction Workers Presents Safety Challenges

By JACOB SNYDER

**“A**RE WE GOING to be able to get the people we need?” This is an all-too-familiar question that contractors and labor suppliers are being asked every day. It’s a valid one, too, as the aging construction workforce is retiring, the demand for construction workers is growing as the construction market continues to see increases in spending, and the skills needed are evolving.

The 2017 TAUC Union Craft Labor Supply Survey identified that the craft shortages being experienced by contractors are worse in 2017 in both pervasiveness and degree. Further, according to BLS data, the construction industry unemployment rate of 4.7% is the lowest since 2000, and the growth rate of construction employment is 2.7%, which is more than double the national average. Couple that growth with the known new demand from all of the recent storm damage in the Southern United States and you have the recipe for a massive worker shortage.

While these two elements present both a myriad of challenges and opportunities for the union construction industry, one of the most important areas that needs consideration is the impact they could have on safety performance on our jobsites.

## Impact of increased craft demand on safety

Below are two areas I have identified that are specifically related to safety performance which are likely to occur as a result of both the growing business opportunities and the shortage of available workers.

### 1. More inexperienced craft workers will be used.

There are two types of experience that impact a craft worker: experience within the given craft/industry, and experience with a specific company and type of task. BLS data shows that 60% of construction injuries occur when an employee has less than one year of experience in an industry or with a specific employer.

That is an astonishing number to consider! During busy times, demand for veteran craftworkers grows. The new people who step in to fill the gap will be inexperienced, either with your organization or construction in general. This puts contractors in a bind: they have to figure out how to train and monitor these inexperienced workers, often-times without the benefit of senior men and women to serve as mentors.

**2. With fewer workers than positions, workers will be asked to put in longer hours.** One of the ways employers help attract workers when shortages occur is to offer more hours. In many cases this involves working 12-hour days, seven days a week. Further, employers may not use this type of schedule only to attract workers, but also to get work completed if they are unable to hire enough people to complete it on a shorter shift schedule.

A study by the publication *Occupational and Environmental Medicine* found that working in jobs with overtime schedules was associated with a 61% higher injury hazard rate compared to jobs without overtime. Working at least 12 hours per day was associated with a 37% increased hazard rate and working at least 60 hours per week was associated with a 23% increased hazard rate.

*Continued on Page 29*



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# On the Road Again

By JOE LASKY, JR., CSP, CHMM

**W**HILE AUTOMOBILE FATALITY statistics continue to improve every year, driving a car still remains the single most dangerous activity we do during the day. When we factor in construction work — which, according to the Department of Labor, accounts for over 21% of fatalities in private industry since 2015 — driving becomes a significant construction employer safety concern, and the risk includes both personal and business vehicle usage.

According to the Centers for Disease Control and Prevention (CDC), unintentional motor vehicle traffic accidents still rank at the top across most age groups. With so many of us partaking in different forms of “distracted” or, at a minimum, unfocused driving, it behooves us to step back and take a look at our own driving behaviors. I have a relative who is afraid to fly on airplanes but when it comes to driving, no problem. However, driving is actually more dangerous than flying, with more than five million accidents compared to 20 accidents while flying! The very nature of the driving process relaxes us and we all are guilty of letting our guard down at some point.

It is important for companies to set high standards and create positive driving behaviors, but it must be a continuous process informed by concrete policies, shared motivation and expectations to improve, as well as useful data and quality leadership. It is important to continually engage employees in safety, not only creating awareness of *what* to do, but also *why* it is important to them (i.e. returning home safe to their families every day).

In a 2017 white paper, Samba Safety outlines seven critical steps to create/ensure an effective driving safety culture. The first is that employees need to continually be motivated to drive safer. One great way to do this is to emphasize real-life situations — for instance, showing video of an accident that occurred as a result of texting-while-driving.

Some other important points Samba Safety discusses in the white paper include:

- Demanding that employees who are on the road call into the office or participate in conference calls while driving, or that they immediately respond to emails or texts, can lead to distracted driving.
- To create a consistent driving safety policy, companies should consider refresher training (both in the classroom and on the road), motor vehicle registration (MVR) background check, and incident update meetings with supervisors.
- Companies should ensure their motor vehicle accident statistics are accurate and up-to-date. Ongoing new employee pre-hire screening/training/MVR checks and monthly drivers’ license checks are essential to ensure compliance.


- Utilize a monitoring partner to assist with your driver’s safety program. At Scheck, we partner with our insurance broker. Annual audits are performed to ensure our process is working — performing MVR background checks, refresher drivers’ training, motor vehicle incident reporting, etc.

The most important point to be taken away from all this is that we all have to have a safe driver mentality. The difference between motorists who never have an accident and drivers who contribute to the average driving statistics is “mentality.” Safe drivers just drive! Ignore your electronic device. Concentrate on your own driving and do whatever it takes to be as safe as possible. It all starts with the right mindset. So, some food for thought: are you a safe driver or not? There is no safe middle of the road.


**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.*




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# ZISA – More Than an Award

By SCOTT FISHER

**I**N EARLY NOVEMBER, the NMAPC held its annual Zero Injury Safety Awards® Gala (ZISA®) in Washington, D.C. (see coverage beginning on Page 16). As you know, ZISA® is the premier safety recognition event in our industry. This year's Gala honored 130 tripartite teams – contractors, labor and owner-clients – who collectively performed more than 24 million injury-free work hours on projects in calendar year 2016.

As Vice President of Labor Relations, Safety & Health and Workforce Development for the Associated General Contractors (AGC) of Michigan, I am pleased to note that two of our members were part of tripartite teams that won Certificates of Merit, which recognize 50,000 to 199,999 hours worked with zero recordable injuries. One team – Commercial Contracting Corporation, General Motors and the Michigan Building Trades Council – worked more than 88,000 injury-free work hours at the Lansing Delta Township Assembly in Lansing, Mich. The second team – Aristeo Construction, General Motors and, again, the Michigan Building Trades Council – worked more than 64,000 injury-free work hours at the Flint Truck Assembly in Flint, Michigan. Aristeo also worked 73,206 injury-free hours with the South Central Indiana Building Trades Council at the General Motors, Bedford Foundry in Bedford, Indiana.

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***“A Zero Injury Safety Award is much more than a plaque to hang on a conference room wall.”***


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We're extremely proud of both companies, their employees and the numbers they posted. But I know some people might be thinking, “It's just another award. What does it really mean?” As a LEO representative and a Carpenter by Trade, I can say that a Zero Injury Safety Award is much more than a plaque to hang on a conference room wall. It represents an achievement that, quite frankly, people outside of our industry don't fully understand. Until you've worked on a massive, multi-million-dollar industrial project, you can't fully comprehend the numerous dangers contractors and craft workers face on a daily basis. Cranes, trucks, giant steel girders, welding torches, hundreds of

people doing different jobs at the same time – it can be overwhelming for the uninitiated. It takes enormous skill, intelligence and – above all – focus and teamwork to complete these incredibly complicated jobs with no injuries.

I spoke with Paul Wrzesinski, AGC of Michigan's Director of Safety, about the significance of ZISA®. Here's what he had to say: “In the past, safety and health was often perceived as programs and procedures that were effective in telling employees what to do and what not to do. Companies now are approaching safety as a culture that includes input and buy-in from management and employees at every level focusing on safety and health as an ‘expectation,’ not a rule or policy. This can be effective in ensuring that employees do the right thing even ‘when no one is watching’ as they feel value and responsibility and take ownership of the protections, and training for others’ safety and health. In doing this, companies have experienced outstanding results and have achieved the ultimate goal of zero injury and illness.”

And here is another great point by Christopher Malloy, Director of Risk Management for Aristeo Construction: “These awards have profound meaning to our organization. Achieving tens of thousands of self-perform work hours without an injury does not just happen. The right processes, people, and equipment must be in place before proceeding with any project. More importantly, it takes a fully committed team that meticulously plans each and every work task; a team that has the culture and courage to stop the work if things change or do not go as planned. These concepts are integral to achieving a zero injury mindset.”

So the next time you walk into someone's office and see a Zero Injury Safety Award hanging on the wall, don't write it off as “just another plaque.” Take a moment to recognize all the hard work that went into that award, and then ask them about it. I guarantee, you'll be in for a great story. 



*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 Honors 17<sup>th</sup> Annual Zero Injury Safety Award Winners



**BMWC Constructors, ExxonMobil and the Will and Grundy Counties Building Trades Council received the top Gold Star Award for 1,364,424 injury-free hours worked at the Joliet, Illinois Refinery.**

**W**ASHINGTON, DC - The National Maintenance Agreements Policy Committee, Inc. (NMAPC) is pleased to congratulate the winners of the 17<sup>th</sup> Annual Zero Injury Safety Awards® (ZISA®), the premier safety recognition program in the union construction and maintenance industry. The ZISA® Gala was held on Thursday, November 2 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, 130 winning tripartite teams were honored — the most in ZISA history.

Of that number, 128 worked together under the auspices of the National Maintenance Agreement (NMA), while two teams worked under the National Construction Agreement (NCA).

Altogether, the 130 winning teams accounted for more than 24 million injury-free hours worked in calendar year 2016 — 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 225 million since the ZISA® program began sixteen years ago.

A complete list of winners can be found online at [www.zisa.org](http://www.zisa.org).



**ZISA Gala, National Building Museum, Washington, D.C.**

### **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 Trades Council (labor) for performing 1,364,424 injury-free work hours at the Joliet Refinery in Joliet, Illinois.

Another top team was GVH Environmental, Inc. (contractor), American Electric Power (owner-client) and the Upper Ohio Valley Building Trades Council (labor). This tripartite alliance was awarded the top ZISA® Silver Star Award for performing 790,210 injury-free work hours at the Cardinal Plant in Brilliant, Ohio. 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 Day & Zimmermann NPS, Inc. (contractor), Talen Energy (owner-client) and the Northeastern Pennsylvania Building Trades Council (labor) for 432,534 injury-free work hours

performed at the Susquehanna Nuclear Plant in Berwick, Pennsylvania.

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 Brand Energy Services LLC (contractor), FirstEnergy Corp. (owner-client) and the Upper Ohio Valley Building Trades Council (labor) for performing 181,392 injury-free work hours at the W.H. Sammis Plant in Stratton, Ohio.

At this year's Gala, NMAPC also premiered three new videos, "The Importance of Safety," "Welcome to Your Career" and "All Those Years." The videos focused on the experience and wisdom of veteran craftworkers when it comes to safety, as well as the importance of instilling the zero-injury philosophy in the new generation of young apprentices entering our industry. The videos featured men and women from Iron Workers Local No. 3; Keystone Mountain Lakes Regional Council of Carpenters; United Association Steamfitters Local 449; Dominion Energy; and Kiewit Power Constructors Co.

You can view the videos online at [www.zisa.org/videos](http://www.zisa.org/videos). 

# ✦ ***nMAPC Zero Injury Safety Award® Winners*** ✦

## ***Zero Recordable Injury Certificate of Merit***

### **GROUP 1**

#### **INDIANAPOLIS POWER & LIGHT COMPANY (NCA)**

Kiewit Power Constructors Co.  
Indianapolis Power & Light Company  
Southwestern Indiana Building Trades Council  
50,788 Work Hours  
Petersburg Generating Station  
Petersburg, IN

### **GROUP 2**

#### **SHELBY MECHANICAL, INC.**

Shelby Mechanical, Inc.  
Shelby Mechanical, Inc.  
United Association Local Union No. 322  
51,032 Work Hours  
Cinnaminson Fabrication Shop  
Cinnaminson, NJ

### **GROUP 3**

#### **BALL CORPORATION**

GEM Inc.  
Ball Corporation  
Northwestern Ohio Building Trades Council  
53,245 Work Hours  
Findlay Plant  
Findlay, OH

### **GROUP 4**

#### **BRIDGESTONE AMERICAS, INC.**

Broadway Electric Service Corporation  
Bridgestone Americas, Inc.  
Millwrights Local Union No. 1554  
55,724 Work Hours  
Lavergne Plant  
Lavergne, TN

### **GROUP 5**

#### **RICE ENERGY INC.**

Chapman Corporation  
Rice Energy Inc.  
Pittsburgh Building Trades Council  
56,375 Work Hours  
Blue Moon Compressor Station  
Bentleyville, PA

### **GROUP 6**

#### **BRASKEM AMERICA, INC.**

Shelby Mechanical, Inc.  
Braskem America, Inc.  
Steamfitters Local Union No. 420  
56,702 Work Hours  
Marcus Hook Polymers Plant  
Marcus Hook, PA

### **GROUP 7**

#### **CARGILL, INC.**

Fluor Constructors International, Inc.  
Cargill, Inc.  
Northwestern Indiana Building Trades Council  
56,738 Work Hours  
Hammond Plant  
Hammond, IN

### **GROUP 8**

#### **STEPAN COMPANY**

Brock Industrial Services  
Stepan Company  
Carpenters Local Union No. 174  
63,638 Work Hours  
Millsdale Plant  
Elwood, IL

### **GROUP 9**

#### **INEOS NITRILES USA, LLC**

GEM Inc.  
INEOS Nitriles USA, LLC  
Lima Building Trades Council  
72,545 Work Hours  
Lima Plant  
Lima, OH

### **GROUP 10**

#### **ELECTRIC ENERGY, INC.**

Triangle Enterprises, Inc.  
Electric Energy, Inc.  
Insulators Local Union No. 37  
77,253 Work Hours  
Joppa Station  
Joppa, IL

### **GROUP 11**

#### **KRATON POLYMERS**

Pioneer Pipe, Inc.  
Kraton Polymers  
Parkersburg-Marietta Building Trades Council  
78,289 Work Hours  
Elastomers Manufacturing Plant  
Belpre, OH

### **GROUP 12**

#### **FORD MOTOR COMPANY**

GEM Inc.  
Ford Motor Company  
North Central Ohio Building Trades Council  
78,881 Work Hours  
Ohio Assembly Plant  
Avon Lake, OH

### **GROUP 13**

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

Solid Platforms, Inc.  
Northern Indiana Public Service Co. (NIPSCO)  
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office  
90,260 Work Hours  
R. M. Schahfer Generating Station  
Wheatfield, IN

### **GROUP 14**

#### **PROCTER & GAMBLE HAIR CARE LLC**

Bilfinger Industrial Services Inc.  
Procter & Gamble Hair Care LLC  
Cedar Rapids Building Trades Council  
90,558 Work Hours  
Iowa City Beauty Care Plant  
Iowa City, IA

### **GROUP 15**

#### **DOMINION POWER**

APComPower Inc.  
Dominion Power  
North Central West Virginia Building Trades Council  
95,400 Work Hours  
Mt. Storm Power Station  
Mount Storm, WV

# ✦ **nMAPC Zero Injury Safety Award® Winners** ✦

## GROUP 16

### **ASSOCIATED ELECTRIC COOPERATIVE INC.**

(2 PROJECTS TOTALING 102,495 INJURY FREE HOURS)

**Babcock & Wilcox Construction Co., LLC**  
**Associated Electric Cooperative Inc.**  
**Boilermakers Local Union No. 27**  
 50,294 Work Hours  
 New Madrid Power Plant  
 New Madrid, MO

**Enerfab Power & Industrial, Inc.**  
**Associated Electric Cooperative Inc.**  
**Southeastern Missouri Building Trades Council**  
 52,201 Work Hours  
 New Madrid Power Plant  
 New Madrid, MO

## GROUP 17

### **PUBLIC SERVICE ENTERPRISE GROUP (PSEG)**

(2 PROJECTS TOTALING 103,478 INJURY FREE HOURS)

**Matrix North American Construction, Inc.**  
**Public Service Enterprise Group (PSEG)**  
**Middlesex County Building Trades Council**  
 51,297 Work Hours  
 Sewaren Generating Station  
 Woodbridge, NJ

**Shelby Mechanical, Inc.**  
**Public Service Enterprise Group (PSEG)**  
**Boilermakers Local Union No. 28**  
 52,181 Work Hours  
 Hudson Generating Station  
 Jersey City, NJ

## GROUP 18

### **NEBRASKA PUBLIC POWER DISTRICT**

**Babcock & Wilcox Construction Co., LLC**  
**Nebraska Public Power District**  
**Boilermakers Local Union No. 83**  
 105,003 Work Hours  
 Gerald Gentleman Station  
 Sutherland, NE

## GROUP 19

### **COVESTRO LLC**

**Chapman Corporation**  
**Covestro LLC**  
**Upper Ohio Valley Building Trades Council**  
 106,565 Work Hours  
 New Martinsville Plant  
 New Martinsville, WV

## GROUP 20

### **FLINT HILLS RESOURCES, LLC**

(2 PROJECTS TOTALING 108,844 INJURY FREE HOURS)

**Construction & Turnaround Services, LLC**  
**Flint Hills Resources, LLC**  
**Boilermakers Local Union No. 1**  
 51,530 Work Hours  
 Joliet Chemical Plant  
 Joliet, IL

**Chellino Crane**  
**Flint Hills Resources, LLC**  
**Operating Engineers Local Union No. 150**  
 57,314 Work Hours  
 Joliet Chemical Plant  
 Joliet, IL

## GROUP 21

### **OHIO VALLEY ELECTRIC CORPORATION**

**Enerfab Power & Industrial, Inc.**  
**Ohio Valley Electric Corporation**  
**Floyd and Clark Counties Building Trades Council**  
 110,882 Work Hours  
 Clifty Creek Plant  
 Madison, IN

## GROUP 22

### **AMEREN CORPORATION**

**MC Industrial**  
**Ameren Corporation**  
**St. Louis Building Trades Council**  
 111,794 Work Hours  
 Rush Island Power Plant  
 Festus, MO

## GROUP 23

### **DUKE ENERGY CORPORATION**

(2 PROJECTS TOTALING 114,985 INJURY FREE HOURS)

**Gribbins Insulation Company**  
**Duke Energy Corporation**  
**Insulators Local Union No. 18**  
 57,437 Work Hours  
 Cayuga Generating Station  
 Cayuga, IN

**Industrial Contractors Skanska**  
**Duke Energy Corporation**  
**Southwestern Indiana Building Trades Council**  
 57,548 Work Hours  
 Gibson Station  
 Owensville, IN

## GROUP 24

### **PRIMARY ENERGY RECYCLING CORPORATION**

**Enerfab Power & Industrial, Inc.**  
**Primary Energy Recycling Corporation**  
**Boilermakers Local Union No. 374**  
 124,283 Work Hours  
 Cokerenergy, LLC Plant  
 East Chicago, IN

## GROUP 25

### **INDIANAPOLIS POWER & LIGHT COMPANY**

(2 PROJECTS TOTALING 126,425 INJURY FREE HOURS)

**Industrial Contractors Skanska**  
**Indianapolis Power & Light Company**  
**Southwestern Indiana Building Trades Council**  
 56,919 Work Hours  
 Petersburg Generating Station  
 Petersburg, IN

**Solid Platforms, Inc.**  
**Indianapolis Power & Light Company**  
**Indiana/Kentucky/Ohio Regional Council of Carpenters - Central Office**  
 69,506 Work Hours  
 Harding Street Station  
 Indianapolis, IN

## GROUP 26

### **AK STEEL**

**Thermal Solutions, Inc.**  
**AK Steel**  
**Butler County Building Trades Council**  
 126,427 Work Hours  
 Middletown Works  
 Middletown, OH

## GROUP 27

### **THE WILLIAMS COMPANIES, INC.**

**Chapman Corporation**  
**The Williams Companies, Inc.**  
**Upper Ohio Valley Building Trades Council**  
 130,252 Work Hours  
 Moundsville Plant  
 Moundsville, WV

# ✦ **nMAPC Zero Injury Safety Award® Winners** ✦

## GROUP 28

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

**Atlantic Plant Maintenance**  
**Kansas City Power & Light Company**  
**Millwrights Local Union No. 1529**  
 131,686 Work Hours  
 Wolf Creek Generating Station  
 Burlington, KS

## GROUP 29

### **EXXONMOBIL**

**Chellino Crane**  
**ExxonMobil**  
**Operating Engineers Local Union No. 150**  
 152,174 Work Hours  
 Joliet Refinery  
 Joliet, IL

## GROUP 30

### **CAMPBELL SOUP COMPANY**

**GEM Inc.**  
**Campbell Soup Company**  
**Northwestern Ohio Building Trades Council**  
 161,814 Work Hours  
 Napoleon Plant  
 Napoleon, OH

## GROUP 31

### **CITGO PETROLEUM CORPORATION**

*(2 PROJECTS TOTALING 170,629 INJURY FREE HOURS)*  
**Chellino Crane**  
**CITGO Petroleum Corporation**  
**Operating Engineers Local Union No. 150**  
 55,604 Work Hours  
 Lemont Petroleum Refinery  
 Lemont, IL

**Brock Industrial Services**  
**CITGO Petroleum Corporation**  
**Carpenters Local Union No. 174**  
 115,025 Work Hours  
 Lemont Petroleum Refinery  
 Lemont, IL

## GROUP 32

### **ALLIANT ENERGY**

**Brock Industrial Services**  
**Alliant Energy**  
**Insulators Local Union No. 74**  
 179,009 Work Hours  
 Marshalltown Plant  
 Marshalltown, IA

## GROUP 33

### **DYNEGY INC.**

*(2 PROJECTS TOTALING 182,876 INJURY FREE HOURS)*  
**Enerfab Power & Industrial, Inc.**  
**Dynegy Inc.**  
**Boilermakers Local Union No. 105**  
 84,636 Work Hours  
 Miami Fort Power Station  
 North Bend, OH

**Enerfab Power & Industrial, Inc.**  
**Dynegy Inc.**  
**Boilermakers Local Union No. 105**  
 98,240 Work Hours  
 William H. Zimmer Station  
 Moscow, OH

## GROUP 34

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

*(2 PROJECTS TOTALING 189,926 INJURY FREE HOURS)*  
**Babcock & Wilcox Construction Co., LLC**  
**Public Service Company of New Mexico**  
**New Mexico Building Trades Council**  
 72,856 Work Hours  
 San Juan Generating Station  
 Waterflow, NM

**Day & Zimmermann NPS, Inc.**  
**Public Service Company of New Mexico**  
**New Mexico Building Trades Council**  
 117,070 Work Hours  
 San Juan Generating Station  
 Waterflow, NM

## GROUP 35

### **HOMER CITY GENERATION, L.P.**

*(2 PROJECTS TOTALING 232,780 INJURY FREE HOURS)*  
**Kiewit Power Constructors Co.**  
**Homer City Generation, L.P.**  
**Johnstown Building Trades Council**  
 91,869 Work Hours  
 Homer City Generating Station  
 Homer City, PA

**Burnham Industrial Contractors**  
**Homer City Generation, L.P.**  
**Johnstown Building Trades Council**  
 140,911 Work Hours  
 Homer City Generating Station  
 Homer City, PA

## GROUP 36

### **NRG ENERGY, INC.**

*(2 PROJECTS TOTALING 245,074 INJURY FREE HOURS)*  
**Burnham Industrial Contractors**  
**NRG Energy, Inc.**  
**Lawrence County Building Trades Council**  
 79,468 Work Hours  
 New Castle Power Station  
 New Castle, PA

**NAES Power Contractors**  
**NRG Energy, Inc.**  
**Johnstown Building Trades Council**  
 165,606 Work Hours  
 Conemaugh Station  
 New Florence, PA

## GROUP 37

### **ALCOA INC.**

*(2 PROJECTS TOTALING 273,107 INJURY FREE HOURS)*  
**Gribbins Insulation Company**  
**Alcoa Inc.**  
**Southwestern Indiana Building Trades Council**  
 136,392 Work Hours  
 Warrick Generating Station  
 Newburgh, IN

**The State Group Industrial (USA) Limited**  
**Alcoa Inc.**  
**Southwestern Indiana Building Trades Council**  
 136,715 Work Hours  
 Warrick Operations  
 Newburgh, IN

## GROUP 38

### **HUSKY ENERGY, INC.**

*(2 PROJECTS TOTALING 294,717 INJURY FREE HOURS)*  
**Smart Energy Insulation - Toledo**  
**Mechanical**  
**Husky Energy, Inc.**  
**Lima Building Trades Council**  
 128,638 Work Hours  
 Lima Refinery  
 Lima, OH

**RMF Nooter, Inc.**  
**Husky Energy, Inc.**  
**Lima Building Trades Council**  
 166,079 Work Hours  
 Lima Refinery  
 Lima, OH

# ✦ **nMAPC Zero Injury Safety Award® Winners** ✦

## GROUP 39

### **UNITED STATES STEEL CORPORATION**

*(5 PROJECTS TOTALING 429,245 INJURY FREE HOURS)*

**Solid Platforms, Inc.**  
**United States Steel Corporation**  
**Indiana/Kentucky/Ohio Regional Council**  
**of Carpenters - Northern Office**  
 53,052 Work Hours  
 Gary Works  
 Gary, IN

**Solid Platforms, Inc.**  
**United States Steel Corporation**  
**Keystone Mountain Lakes Regional**  
**Council of Carpenters**  
 66,332 Work Hours  
 Clairton Works  
 Clairton, PA

**Matrix North American Construction, Inc.**  
**United States Steel Corporation**  
**Northwestern Indiana Building Trades**  
**Council**  
 78,148 Work Hours  
 Gary Works  
 Gary, IN

**Matrix North American Construction, Inc.**  
**United States Steel Corporation**  
**Northwestern Indiana Building Trades**  
**Council**  
 97,750 Work Hours  
 Gary Works  
 Gary, IN

**Matrix North American Construction, Inc.**  
**United States Steel Corporation**  
**Pittsburgh Building**  
**Trades Council**  
 133,963 Work Hours  
 Clairton Works  
 Clairton, PA

## GROUP 40

### **BP PRODUCTS NORTH AMERICA, INC.**

*(5 PROJECTS TOTALING 527,264 INJURY FREE HOURS)*

**Brock Industrial Services**  
**BP Products North America, Inc.**  
**Insulators Local Union No. 17**  
 50,021 Work Hours  
 Whiting Refinery  
 Whiting, IN

**BMWC Constructors, Inc.**  
**BP Products North America, Inc.**  
**Northwestern Indiana Building Trades**  
**Council**  
 74,943 Work Hours  
 Whiting Refinery  
 Whiting, IN

**Imperial Crane Services, Inc.**  
**BP Products North America, Inc.**  
**Operating Engineers Local Union No. 150**  
 92,370 Work Hours  
 Whiting Refinery  
 Whiting, IN

**Matrix North American Construction, Inc.**  
**BP Products North America, Inc.**  
**Northwestern Indiana Building Trades**  
**Council**  
 124,525 Work Hours  
 Whiting Refinery  
 Whiting, IN

**GEM Inc.**  
**BP Products North America, Inc.**  
**Northwestern Ohio Building Trades**  
**Council**  
 185,405 Work Hours  
 Toledo Refinery  
 Oregon, OH

## GROUP 41

### **ARCELORMITTAL**

*(9 PROJECTS TOTALING 745,817 INJURY FREE HOURS)*

**Matrix North American Construction, Inc.**  
**ArcelorMittal**  
**Northwestern Indiana Building Trades**  
**Council**  
 50,207 Work Hours  
 Indiana Harbor (East Chicago) Plant  
 East Chicago, IN

**EMCOR Hyre Electric Co. of Indiana, Inc.**  
**ArcelorMittal**  
**IBEW Local Union No. 531**  
 50,685 Work Hours  
 Burns Harbor Plant  
 Burns Harbor, IN

**Solid Platforms, Inc.**  
**ArcelorMittal**  
**Indiana/Kentucky/Ohio Regional Council**  
**of Carpenters - Northern Office**  
 59,075 Work Hours  
 Burns Harbor Plant  
 Burns Harbor, IN

**Stevens Engineers & Constructors, Inc.**  
**ArcelorMittal**  
**Northwestern Indiana Building Trades**  
**Council**  
 71,980 Work Hours  
 Indiana Harbor West Plant  
 East Chicago, IN

**Tranco Industrial Services, Inc.**  
**ArcelorMittal**  
**Laborers Local Union No. 81**  
 78,867 Work Hours  
 Burns Harbor Plant  
 Burns Harbor, IN

**SEI Solutions, LLC**  
**ArcelorMittal**  
**Laborers Local Union No. 81**  
 87,425 Work Hours  
 Burns Harbor Plant  
 Burns Harbor, IN

**Solid Platforms, Inc.**  
**ArcelorMittal**  
**Indiana/Kentucky/Ohio Regional Council**  
**of Carpenters - Northern Office**  
 91,853 Work Hours  
 Indiana Harbor (East Chicago) Plant  
 East Chicago, IN

**Graycor Industrial Constructors Inc.**  
**ArcelorMittal**  
**Western Reserve Building Trades Council**  
 123,103 Work Hours  
 Warren Plant  
 Warren, OH

**Stevens Engineers & Constructors, Inc.**  
**ArcelorMittal**  
**Northwestern Indiana Building Trades**  
**Council**  
 132,622 Work Hours  
 Indiana Harbor (East Chicago) Plant  
 East Chicago, IN

## GROUP 42

### **GENERAL MOTORS COMPANY LLC**

*(9 PROJECTS TOTALING 883,384 INJURY FREE HOURS)*

**Atlas Industrial Contractors, LLC**  
**General Motors Company LLC**  
**South Central Indiana Building Trades**  
**Council**  
 57,086 Work Hours  
 Bedford Foundry GMPT  
 Bedford, IN

**Aristeo Installation, LLC**  
**General Motors Company LLC**  
**Michigan Building Trades Council**  
 64,552 Work Hours  
 Flint Truck Assembly  
 Flint, MI

**Aristeo Construction**  
**General Motors Company LLC**  
**South Central Indiana Building Trades**  
**Council**  
 73,206 Work Hours  
 Bedford Foundry GMPT  
 Bedford, IN

**Midwest Steel, Inc.**  
**General Motors Company LLC**  
**Ironworkers Local Union No. 492**  
 80,669 Work Hours  
 Bowling Green Assembly  
 Bowling Green, KY

# ✦ **nMAPC Zero Injury Safety Award® Winners** ✦

**Gallagher-Kaiser Corporation**  
**General Motors Company LLC**  
**Sheet Metal Workers Local No. 110**  
 84,107 Work Hours  
 Bowling Green Assembly  
 Bowling Green, KY

**Commercial Contracting Corporation**  
**General Motors Company LLC**  
**Michigan Building Trades Council**  
 88,269 Work Hours  
 Lansing Delta Township Assembly  
 Lansing, MI

**Universal Piping Industries, LLC**  
**General Motors Company LLC**  
**United Association Local Union No. 502**  
 108,684 Work Hours  
 Bowling Green Assembly  
 Bowling Green, KY

**Gallagher-Kaiser Corporation**  
**General Motors Company LLC**  
**Sheet Metal Workers Local Union No. 20**  
 144,456 Work Hours  
 Fort Wayne Assembly  
 Roanoke, IN

**Gallagher-Kaiser Corporation**  
**General Motors Company LLC**  
**Sheet Metal Workers Local Union No. 7**  
 182,355 Work Hours  
 Flint Truck Assembly  
 Flint, MI

## GROUP 43

### AMERICAN ELECTRIC POWER

*(8 PROJECTS TOTALING 1,009,025 INJURY FREE HOURS)*

**Babcock & Wilcox Construction Co., LLC**  
**American Electric Power**  
**Boilermakers Local Union No. 45**  
 74,955 Work Hours  
 Clinch River Power Plant  
 Cleveland, VA

**Thermal Solutions, Inc.**  
**American Electric Power**  
**Tri-State Building Trades Council**  
 86,877 Work Hours  
 Big Sandy Plant  
 Louisa, KY

**Day & Zimmermann NPS, Inc.**  
**American Electric Power**  
**Upper Ohio Valley Building Trades Council**  
 118,270 Work Hours  
 Cardinal Plant  
 Brilliant, OH

**Brand Energy Services, LLC**  
**American Electric Power**  
**Upper Ohio Valley Building Trades Council**  
 120,477 Work Hours  
 Mitchell Power Plant  
 Moundsville, WV

**Thermal Solutions, Inc.**  
**American Electric Power**  
**Tri-State Building Trades Council**  
 126,095 Work Hours  
 Kyger Creek Power Plant  
 Cheshire, OH

**Industrial Contractors Skanska**  
**American Electric Power**  
**East Central Ohio Building Trades Council**  
 135,905 Work Hours  
 Conesville Power Plant  
 Conesville, OH

**StructSure Scaffold & Insulation, LLC**  
**American Electric Power**  
**Tri-State Building Trades Council**  
 167,809 Work Hours  
 Big Sandy Plant  
 Louisa, KY

**Brand Energy Services, LLC**  
**American Electric Power**  
**Upper Ohio Valley Building Trades Council**  
 178,637 Work Hours  
 Cardinal Plant  
 Brilliant, OH

## GROUP 44

### FIRSTENERGY CORP.

*(13 PROJECTS TOTALING 1,422,761 INJURY FREE HOURS)*

**Brand Energy Services, LLC**  
**FirstEnergy Corp.**  
**Carpenters Local Union No. 436**  
 50,952 Work Hours  
 Harrison Power Station  
 Haywood, WV

**McCarl's Inc.**  
**FirstEnergy Corp.**  
**Beaver County Building Trades Council**  
 57,435 Work Hours  
 Bruce Mansfield Plant  
 Shippingport, PA

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
 65,820 Work Hours  
 Harrison Power Station  
 Haywood, WV

**Burnham Industrial Contractors**  
**FirstEnergy Corp.**  
**Upper Ohio Valley Building Trades Council**  
 70,061 Work Hours  
 W. H. Sammis Plant  
 Stratton, OH

**MPW Environmental Services, Inc.**  
**FirstEnergy Corp.**  
**Painters Local Union No. 53**  
 79,733 Work Hours  
 W. H. Sammis Plant  
 Stratton, OH

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
 90,899 Work Hours  
 Harrison Power Station  
 Haywood, WV

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
 103,445 Work Hours  
 Fort Martin Power Station  
 Maidsville, WV

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building Trades Council**  
 109,160 Work Hours  
 Pleasants Power Station  
 Willow Island, WV

**R.E. Yates Electric, Inc.**  
**FirstEnergy Corp.**  
**IBEW Local Union No. 712**  
 135,916 Work Hours  
 Bruce Mansfield Plant  
 Shippingport, PA

**Chemsteel Construction Company**  
**FirstEnergy Corp.**  
**Upper Ohio Valley Building Trades Council**  
 151,312 Work Hours  
 W. H. Sammis Plant  
 Stratton, OH

**Chemsteel Construction Company**  
**FirstEnergy Corp.**  
**Beaver County Building Trades Council**  
 154,437 Work Hours  
 Bruce Mansfield Plant  
 Shippingport, PA

# ✦ ***nMAPC Zero Injury Safety Award® Winners*** ✦

**Burnham Industrial Contractors**  
**FirstEnergy Corp.**  
**North Central West Virginia Building**  
**Trades Council**  
 172,199 Work Hours  
 Fort Martin Power Station  
 Maidsville, WV

**Brand Energy Services, LLC**  
**FirstEnergy Corp.**  
**Upper Ohio Valley Building Trades**  
**Council**  
 181,392 Work Hours  
 W. H. Sammis Plant  
 Stratton, OH



**ZERO INJURY PLAQUE**  
**– BRONZE STAR**

## **GROUP 45**

**Atlas Industrial Contractors, LLC**  
**General Motors Company LLC**  
**Nashville Building Trades Council**  
 209,053 Work Hours  
 Spring Hill Manufacturing Facility  
 Spring Hill, TN

## **GROUP 46**

**MPW Environmental Services, Inc.**  
**FirstEnergy Corp.**  
**Painters Local Union No. 53**  
 214,922 Work Hours  
 Bruce Mansfield Plant  
 Shippingport, PA

## **GROUP 47**

**BMWC Constructors, Inc.**  
**Stepan Company**  
**Will and Grundy Counties Building**  
**Trades Council**  
 215,597 Work Hours  
 Millsdale Plant  
 Elwood, IL

## **GROUP 48**

**Conti Electric Inc.**  
**General Motors Company LLC**  
**IBEW Local Union No. 369**  
 230,500 Work Hours  
 Bowling Green Assembly  
 Bowling Green, KY

## **GROUP 49**

**Brand Energy Services, LLC**  
**FirstEnergy Corp.**  
**Keystone Mountain Lakes Regional**  
**Council of Carpenters**  
 230,887 Work Hours  
 Bruce Mansfield Plant  
 Shippingport, PA

## **GROUP 50**

**Cherne Contracting Corporation**  
**Southern California Gas Company**  
**Los Angeles/Orange Counties Building**  
**Trades Council**  
 253,967 Work Hours  
 Aliso Canyon Turbine  
 Los Angeles, CA

## **GROUP 51**

**Gribbins Insulation Company**  
**Marathon Petroleum Corporation**  
**Insulators Local Union No. 37**  
 265,373 Work Hours  
 Robinson Refinery  
 Robinson, IL

## **GROUP 52**

**McCarl's Inc.**  
**Talen Energy**  
**Lehigh Valley Building Trades Council**  
 266,265 Work Hours  
 Martins Creek Station  
 Bangor, PA

## **GROUP 53**

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Tri-State Building Trades Council**  
 268,229 Work Hours  
 Big Sandy Plant  
 Louisa, KY

## **GROUP 54**

**AZCO Inc.**  
**Empire District. A Liberties Utilities**  
**Company.**  
**Southeast Kansas Building Trades**  
**Council**  
 275,000 Work Hours  
 Riverton Power Plant  
 Riverton, KS

## **GROUP 55**

**Norris Brothers Company, Inc.**  
**Alcoa Inc.**  
**Cleveland Building Trades Council**  
 279,060 Work Hours  
 Cleveland Works  
 Cleveland, OH

## **GROUP 56**

**Enerfab Power & Industrial, Inc.**  
**Westlake Monomers Corporation**  
**West Kentucky Building Trades Council**  
 279,080 Work Hours  
 Calvert City Complex  
 Calvert City, KY

## **GROUP 57**

**Matrix North American Construction, Inc.**  
**ArcelorMittal**  
**Northwestern Indiana Building Trades**  
**Council**  
 281,024 Work Hours  
 Burns Harbor Plant  
 Burns Harbor, IN

## **GROUP 58**

**BMWC Constructors, Inc.**  
**Marathon Petroleum Corporation**  
**East Central Ohio Building Trades Council**  
 283,440 Work Hours  
 Canton Refinery  
 Canton, OH

## **GROUP 59**

**Kiewit Power Constructors Co. (NCA)**  
**Invenergy LLC**  
**Scranton Building Trades Council**  
 284,050 Work Hours  
 Lackawanna Energy Center  
 Jessup, PA

## **GROUP 60**

**StructSure Scaffold & Insulation, LLC**  
**American Electric Power**  
**Charleston Building Trades Council**  
 285,764 Work Hours  
 John Amos Power Plant  
 Saint Albans, WV

## **GROUP 61**

**Thermal Solutions, Inc.**  
**United States Steel Corporation**  
**Pittsburgh Building Trades Council**  
 286,406 Work Hours  
 Clairton Works  
 Clairton, PA

# ✦ **nMAPC Zero Injury Safety Award® Winners** ✦

## GROUP 62

**Chapman Corporation**  
**FirstEnergy Corp.**  
**North Central West Virginia Building**  
**Trades Council**  
 321,360 Work Hours  
 Harrison Power Station  
 Haywood, WV

## GROUP 63

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Charleston Building Trades Council**  
 328,055 Work Hours  
 John Amos Power Plant  
 Saint Albans, WV

## GROUP 64

**Minnotte Contracting**  
**FirstEnergy Corp.**  
**North Central West Virginia Building**  
**Trades Council**  
 335,274 Work Hours  
 Harrison Power Station  
 Haywood, WV

## GROUP 65

**RMF Nooter, Inc.**  
**Husky Energy, Inc.**  
**Lima Building Trades Council**  
 347,136 Work Hours  
 Lima Refinery  
 Lima, OH

## GROUP 66

**Superior Construction Company, Inc.**  
**BP Products North America, Inc.**  
**Northwestern Indiana Building Trades**  
**Council**  
 384,671 Work Hours  
 Whiting Refinery  
 Whiting, IN

## GROUP 67

**Solid Platforms, Inc.**  
**BP Products North America, Inc.**  
**Indiana/Kentucky/Ohio Regional Council**  
**of Carpenters - Northern Office**  
 403,637 Work Hours  
 Whiting Refinery  
 Whiting, IN

## GROUP 68

**Day & Zimmermann NPS, Inc.**  
**Talen Energy**  
**Northeastern Pennsylvania Building**  
**Trades Council**  
 432,534 Work Hours  
 Susquehanna Nuclear Plant  
 Berwick, PA



**ZERO INJURY PLAQUE - SILVER STAR**

## GROUP 69

**Chapman Corporation**  
**Blue Racer Midstream, LLC**  
**Upper Ohio Valley Building Trades**  
**Council**  
 625,286 Work Hours  
 Natrium Plant  
 Natrium, WV

## GROUP 70

**GVH Environmental, Inc.**  
**American Electric Power**  
**Upper Ohio Valley Building Trades**  
**Council**  
 790,210 Work Hours  
 Cardinal Plant  
 Brilliant, OH



**ZERO INJURY PLAQUE - GOLD STAR**

## GROUP 71

**The State Group Industrial (USA) Limited**  
**Alcoa Inc.**  
**Southwestern Indiana Building Trades**  
**Council**  
 1,001,157 Work Hours  
 Warrick Generating Station  
 Newburgh, IN

## GROUP 72

**Enerfab Power & Industrial, Inc.**  
**American Electric Power**  
**Upper Ohio Valley Building Trades**  
**Council**  
 1,040,524 Work Hours  
 Mitchell Power Plant  
 Moundsville, WV

## GROUP 73

**RMF Nooter, Inc.**  
**BP Products North America, Inc.**  
**Northwestern Ohio Building Trades**  
**Council**  
 1,296,521 Work Hours  
 Toledo Refinery  
 Oregon, OH

## GROUP 74

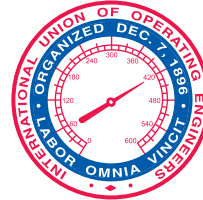
**Nooter Construction Company**  
**Sunoco Logistics Partners L.P.**  
**Philadelphia Building Trades Council**  
 1,309,245 Work Hours  
 Marcus Hook Industrial Complex  
 Marcus Hook, PA

## GROUP 75

**BMWC Constructors, Inc.**  
**ExxonMobil**  
**Will and Grundy Counties Building**  
**Trades Council**  
 1,364,424 Work Hours  
 Joliet Refinery  
 Joliet, IL

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# Tax Reform Takes Center Stage

By JIM KOLB, PARTNER, SUMMIT STRATEGIES GOVERNMENT AFFAIRS LLC

**C**ONGRESS AND THE Trump Administration are beginning their once-in-a generation effort to enact a comprehensive rewrite of the U.S. tax code. It has been 31 years since the last successful tax reform effort, and while most policymakers and stakeholders agree with the objective of reducing tax rates, simplifying the tax code, and making it fairer to taxpayers, the devil is always in the details.

House Republican leaders released their proposal to overhaul the tax code, the “Tax Cuts and Jobs Act,” and are starting the legislative march to get the package to President Trump’s desk by Christmas.

They are undertaking the difficult task of threading the needle of offsetting revenue reductions from corporate and individual tax cuts with the elimination of tax breaks, credits, and loopholes to stay within the enacted budget caps. This process will create winners and losers, and the legislative and lobbying fight is just getting underway. While we are still digesting the details of the plan, as of this writing (early November), major Beltway players such as the National Association of Homebuilders and the National Association of Realtors have come out swinging against aspects of the proposal and are actively lobbying on proposed changes in the House bill.

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***The real-world perspective of union construction firms is critical to ensuring tax reform recognizes and incentivizes firms that value hard work.***

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While we anticipate major policy battles over all elements of the proposed legislation, we must recognize this is just the beginning of a very long and difficult process. Much will change as the bill moves through Congress, and TAUC and its members must remain actively engaged in the process to ensure the interests of the unionized construction industry are heard by policymakers in Washington, D.C.

TAUC has joined with our partners in the Construction Employers of America (CEA) to communicate to Congress the union construction industry’s priorities for

comprehensive tax reform legislation. The real-world perspective of union construction firms is critical to ensuring tax reform recognizes and incentivizes firms that value hard work, provide quality construction, invest in innovation and safety, and support their employees and their families.

We fully support efforts to simplify the tax code, lower tax rates on the construction industry, and tax changes that benefit our customers. This will grow the industrial construction and maintenance market. It will also free up capital for firms to investment in equipment, hire workers, and compete for more work.

But tax reform is not just about cutting taxes. It is also about maintaining and strengthening incentives in the tax code that allow for the success of unionized construction firms. Tax reform legislation must recognize and support contractors who are responsible for providing middle-class jobs and allow these firms to compete and grow in the construction market. TAUC member firms’ investments in workforce training, employee health and welfare funds, and employees’ retirement security should not be an impediment to their being able to successfully compete for work. True comprehensive tax reform must recognize these facts, and include policies to level the playing field and incentivize these investments.

Among the policy changes necessary in tax reform to support the union construction industry and its employees is the authorization of hybrid composite pension plans. This voluntary private sector solution allows contributing employers to provide lifetime pension benefits to their employees without putting their businesses at risk. Composite plans will strengthen the multiemployer pension system, and provide plan participants and employers more options to ensure long-term retirement security at no cost to the Federal government. This is a critical aspect of ensuring tax reform allows union construction employers to remain competitive and continue to be able to provide long-term retirement security to their employees.

In addition to the inclusion of policies that support union contractors, comprehensive tax reform must also include provisions to crack down on contractors who knowingly and willfully misclassify their employees as independent contractors. Such misclassification creates an uneven playing field in the construction industry that

*Continued on Page 30*

Continued from Page 10

the Longshoremen and PMA violated Sections 1 and 2 of the Sherman Antitrust Act. ICTSI also filed a complaint with the NLRB alleging that the Longshoremen engaged in illegal work slowdowns at Terminal 6 (the Board subsequently agreed).

The District Court ruled that it would not take action on the Labor Management Relations Act issues until the NLRB ruled on ICTSI's unfair labor practice charges. However, the District Court permitted the Longshoremen to file a motion to dismiss the antitrust charges and granted it, claiming that the union's actions were protected under both the statutory labor exemption and the non-statutory labor exception to the antitrust laws.

ICTSI appealed the dismissal of the antitrust charges, arguing that the Longshoremen's actions had violated the labor laws and that such illegal conduct could not be the basis of granting antitrust immunity.

The Ninth Circuit Court of Appeals recognized that the NLRB had issued two decisions against the Longshoremen. The first decision held that the union had violated labor law by engaging in improper job action against ICTSI. The second held that the union engaged in improper work slowdown activities against ICTSI.

Nevertheless, the Ninth Circuit affirmed the District Court's dismissal of the antitrust action against the Longshoremen. It held that although the Longshoremen's actions violated the labor laws, that does not mean that such action falls outside the non-statutory exemption. The Court found that the alleged illegal activity was the direct result of the union trying to enforce the collective bargaining agreement, and even though the union's activity might be illegal, it was still protected from attack under the antitrust laws.

## The Iron Workers Case

The decision of the Second Circuit Court of Appeals in *Connecticut Iron Workers Employers Association, Inc. et al. v. New England Regional Council of Carpenters*, while very different from the verdict in the Longshoremen case, is equally troublesome.

On August 23, 2017, the Second Circuit held that use of a "hot cargo clause" in a collective bargaining agreement for work *expansion* rather than work *preservation* may in fact violate the antitrust laws, even though the "hot cargo" clause was part of a construction industry union multiemployer collective bargaining agreement.

***The Court found that the alleged illegal activity was the direct result of the union trying to enforce the collective bargaining agreement, and even though the union's activity might be illegal, it was still protected.***

In this case, the issues involved a jurisdictional dispute relating to specific types of work including exterior metal panels, composite wall panels, foam panels, insulated panel systems, exterior panelized window systems, punched windows, curtain wall, store fronts, metal roofing systems and related work.

The New England Regional Council of Carpenters' CBA allocated all such work to the Carpenters. It further provided that any contractor that was signatory to the CBA could

not subcontract any work covered by it, on any project, to subcontractors that were not also signatory to the agreement.

The Iron Workers sued, claiming that the Carpenters were using this "hot cargo clause" in the CBA not to get better pay and working conditions for union members, but rather to steal work that traditionally belonged to the Iron Workers. The Iron Workers alleged that the Carpenters' actions violated the antitrust laws and constituted an unfair labor practice in violation of Section 8(b)(4) and 8(e) of the National Labor Relations Act. The Carpenters responded, claiming that their practices were protected by the "construction industry proviso" under Section 8(e) and the "non-statutory exemption" to the antitrust laws.

The District Court ruled in favor of the Carpenters, agreeing that the practices were covered by the "contractor industry proviso" and thus protected by the non-statutory exemption to the antitrust laws. The Ironworkers appealed, and the case went to the Second Circuit Court of Appeals.

While the Second Circuit affirmed the District Court's dismissal of the unfair labor practice charges brought by the Ironworkers, it sent the case back to the District Court to develop more facts on the antitrust allegations. Importantly, the Second Circuit also held that the non-statutory exemption to the antitrust laws applied to efforts by a union to preserve work traditionally performed by the union, but did not provide protection for attempts by the union (in this case, the Carpenters) to secure new work traditionally performed by another union (Ironworkers). As stated by the Court, the non-statutory exemption can only be applied to subcontracting clauses used by the union as a protective "shield," and not subcontracting clauses that are used as a "sword" to attack.



## Lessons & Analysis

What can contractors learn from these two cases? First, it is clear that successfully alleging that unions and contractors violated antitrust statutes relating to practice tied to a collective bargaining agreement is by no means guaranteed. Such litigation will take many years to go through the court system, and will be extremely time-consuming and very expensive. The results of such litigation will vary significantly based on the facts of the particular case, the location of the court where the suit is filed and the mindset of the judge assigned to it.

There are several reasons why this is such a problematic area for contractors: there are basic inconsistencies between the antitrust laws and the labor laws; judges have tried to balance these inconsistencies through judicially created exemptions that evolve with time; and finally, today's technology and modern business practices are far different than what existed when the laws were drafted.

The Sherman Antitrust Act was enacted by Congress in 1890. In

essence, this Act outlaws any contract or combination in restraint of trade. The Supreme Court reviewed that statutory language and ruled that the word "any" doesn't really mean "any," it means "any unreasonable." As a result, when a court tries to determine what is an unreasonable restraint of trade, it must undertake an economic analysis to evaluate the economic effects of the practice in question. Today's technology has revolutionized the means of measuring and evaluating economic effects. As a result, courts are constantly reinterpreting not only what is "reasonable," but what steps must be taken to determine what is reasonable.

In the labor area, the labor laws were created in recognition that workers need to collaborate and form unions in order to deal with powerful employers. Further, to effectively collaborate, unions needed exemptions from the antitrust laws. Such exemptions were created by statutes such as the Norris-La Guardia Act. However, the Supreme Court ruled that even though labor activities were exempt from antitrust scrutiny by statute,

something more was required. The Court stated that some union-employer agreements should be accorded a limited non-statutory exemption from antitrust sanctions, but that this non-statutory exemption would not apply to a union-contractor agreement that imposed "substantial anti-competitive effects, both actual and potential, that would not follow naturally from the elimination of competition over wages and working conditions."

In the *Iron Workers* case, the Second Circuit Court of Appeals interpreted this ruling to mean that the Carpenters could not use a "hot cargo" clause to take work from the Iron Workers. But what if the Carpenters got one contractor to agree to give what was traditionally Iron Worker work to the Carpenters without a "hot cargo" clause? Would that establish a basis for the Carpenters to claim that work was not traditionally "Iron Worker" work?

These types of issues will continue to plague the union construction industry. Litigation such as the two cases highlighted above are not only time-consuming and expensive, but are used by non-union contractors to convince owners of the benefits of choosing a non-union contractor.

Agreements such as the National Maintenance Agreements enable union contractors to fight back and show that jurisdictional disputes are handled quickly and efficiently without work stoppages on NMA projects. However, cases such as the two I just discussed continue to hurt both construction unions and union contractors. No matter which union wins in a protracted jurisdictional dispute case, union construction, as a whole, loses.

For more information, contact Steve Fellman at [sfellman@gkglaw.com](mailto:sfellman@gkglaw.com).



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

A strong dose-response effect was also observed, with the injury rate (per 100 accumulated worker-years in a particular schedule) increasing in correspondence to the number of hours per day (or per week) in the workers' customary schedule. Results suggest that job schedules with long working hours are not more risky merely because they are concentrated in inherently hazardous industries or occupations, or because people working long hours spend more total time "at risk" for a work injury. Rather, these outcomes are attributed largely to exhaustion, lack of sleep, and the human condition.

Knowing this should make us question the hours we ask people to work, and should challenge us (as an industry that prides itself on safe work in a dangerous environment) to find innovative ways to address the worker and skill shortages without sacrificing our employees' safety.

## Possible Solutions

Below are five areas where the union construction industry can focus to assist in addressing the craft worker shortage and the safety challenges the shortages present. Using innovative solutions to the manpower challenges offers ways to not only address safety, but also make union construction more efficient and less costly.

**1. Recruiting.** This is something that every union and contractor is making an effort to accomplish. This effort must encompass both apprentices and organizing experienced personnel.

Long term, we need to find a way to change the cultural narrative that construction and other blue collar work somehow makes someone less successful than people who go to college, only later to become baristas and make a third as much money with no upward mobility.

However, there is also an urgent short-term need. To address the current labor shortage in an expeditious manner, we need to be innovative. One such approach in our industry comes from the IBEW, which created new classifications in some areas, called CE and CW, to both compete on price and bring new people in. More ideas like this are needed across the industry to bring new, but experienced, people into the union construction industry.

**2. Enhanced Training.** The good news is that the union construction industry has thousands of training centers already built across the country. However, what is needed is a method to fast-track training for special skills and safety. It is paramount that workers who come to the jobsite understand the risks and how to identify and correct hazards.


From a skills standpoint, there are some new programs doing great things. The United Association has a fast-track welding program that can put a welder in the field in a very short amount of time. This will help get the needed skills to the field, with some assurance that they also have the needed training to be effective and safe.

**3. Scheduling.** As shortages occur and workers are asked to work more hours to make up for the lack of manpower, companies that value safety may be called upon to be innovative with scheduling. This may require working on flexibility with customers to move project dates or utilizing non-traditional schedules to ensure workers receive time off to rest and recharge. We can only run so hard for so long as humans. It is imperative for contractors to monitor workload and think about employee health.

Very few employees will stop working long hours because of the financial incentive. So, we must take it upon ourselves as leaders to find different ways to do things.

**4. Lean Construction Principles.** The utilization of lean construction principles can help improve efficiency and reduce the amount of manpower by eliminating waste and making processes streamlined and simple. In December of 2014, CPWR published a study that found initiation of lean construction principles leads to improved safety performance. While lean is still a relatively young concept in the construction market, it is a concept that is gaining momentum and could not only help solve manpower shortages and the safety concerns they create, but could also be a major step forward in improving efficiency and reducing cost in the union construction industry.

**5. Technology.** The speed at which technology is developed and introduced is greater than ever before. There are all types of technology in the "internet of things" and virtual reality that can assist in planning and elimination of rework. There is much development in the arena of wearable technology to monitor employee condition and movement. There are new mechanical mechanisms that can reduce stress for humans and speed up processes. All of this technology lends itself to reducing the risk of injury for employees, and most of it should also make us more efficient, therefore reducing the amount of manpower required.

As an industry facing a substantial challenge with having enough qualified construction workers — along with safety requirements and increased productivity pressure from the construction community — it will be imperative as an industry that unions and contractors work together to find innovative ways to attract and train people and find new means and methods to make work safer, more productive, and less expensive. Our ability to do this collaboratively would put us in position to meet the demands of the market and possibly gain market share. 




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

rewards bad actors at the expense of responsible contractors, and robs employees of benefits and local jurisdictions of tax revenue. Comprehensive tax reform must increase enforcement on contractors who misclassify their employees, and close loopholes in the Internal Revenue Service Code that provide for an unfair advantage in the competitive bidding process.

The CEA and our partners will continue to push for the inclusion of these important issues as tax reform moves through the legislative process. We will do so not only because they are in the best interest of the union construction industry and its workforce, but because these policies will benefit the nation as a whole. Policies which support

the union construction industry provide job opportunities, increase wages, and build the middle-class — all stated goals of the tax reform effort.

We recognize that successfully pursuing these goals will be a difficult undertaking in the current political, legislative, and fiscal environment, and are prepared to be engaged for a long legislative battle to ensure that comprehensive tax reform includes policies reflecting the values of the union construction industry. This will allow TAUC member firms to grow, and continue to provide the middle-class jobs and retirement security that politicians promise — and that the country so desperately needs. 

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**NMAPC**

NATIONAL MAINTENANCE AGREEMENTS POLICY COMMITTEE, INC.



## eLearning Resource Center


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

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

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

**Try it today – it’s free!**

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