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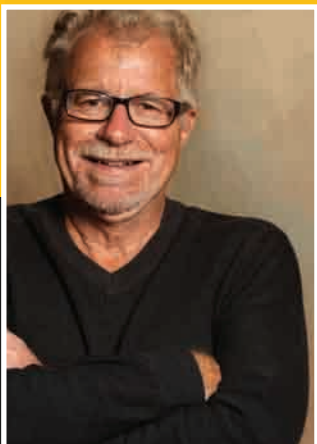
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More Than a Conference



by **THOMAS S. FELTON**
TAUC PRESIDENT
PRESIDENT, MC INDUSTRIAL

What I've learned through meeting and getting to know people better at these events is that while we all think our challenges are unique, they really aren't.

A S I WRITE this, I have just returned from another successful TAUC Leadership Conference – this year's took place in Charleston, S.C. (see complete coverage beginning on Page 19). One of our members told me that every year for the past several years he has said, "This is the best conference yet," only to see our organization outdo itself the next time around. I couldn't agree more. I had numerous people come up to me during the conference and comment on how great the event had been.

As I told them, I wish I could take the credit, but that goes to the TAUC staff who, year after year, work tirelessly to make these conferences the huge successes that they are. After a few years of being involved with these events, I've noticed a few important elements that must be present to make these gatherings so special.


First, the incredible effort the staff invests in planning and executing every little detail must be focused on ensuring every attendee gets the most out of the conference. As busy as everyone is today, the "value proposition" has to be there to justify not just the cost, but more importantly, the time commitment required to attend.

Secondly, the presentations must be pertinent and timely to what is going on in our industry and contain something of value for everyone in the audience, whether you are an owner, contractor, labor organization member or vendor. I thought this year's presentations, which you will read about throughout this issue, definitely hit the mark. Our speakers not only addressed some of the technical issues related to the union construction industry, but also zeroed in on the human and social sides of the

equation, highlighting the challenges we face in both our work and personal lives.

Third, the venue must be appropriate to accommodate not just the conference attendees, but also their spouses, significant others and guests. There needs to be easy access to non-conference activities for the "free time" between meetings and presentations. In this regard, the Charleston location certainly had plenty of options for almost anyone's interests. Creating an environment where everyone can feel relaxed and socialize outside of the conference sessions is key, in my mind, to enhancing the value of these events.

This leads me to my final thought about what makes these conferences so valuable: it's the time we spend together getting to know each other and gaining a better understanding of all of the challenges we face in this ever-changing industry. Whether you're a contractor, owner or labor leader, we all have some very tough tasks in front of us. What I've learned through meeting and getting to know people better at these events is that while we all think our challenges are unique, they really aren't. We are all trying to figure out how to manage the different generational groups within our organizations and bring them together to work as a single unit, for example (see Page 12).

As you are reading this issue of the magazine, our TAUC staff is already hard at work planning and organizing next year's conference, scheduled for May 3-6, 2016 at the Ritz-Carlton Naples Golf Resort in Naples, Florida. We hope to see you there. If I were a betting man, I would put my money on next year's conference continuing the tradition and capturing the title of "best conference yet." 

TAUC Elects New Officers, Board Members

C HARLESTON, S.C. - TAUC Governing Members elected three new members of the Board of Directors and appointed a new First Vice-President at the 2015 TAUC Leadership Conference, held May 12-15 at the Belmond Charleston Place in Charleston, S.C.

The following members' names were placed into nomination by the nominating committee and subsequently elected to serve on the board:


- Jim Daley of J.J. White;
- Robert George of Abate Irwin; and
- Steve Gorman of Sachs Electric.

TAUC President Tom Felton also thanked outgoing board members Kathleen Dobson (Alberici Constructors), Tom Van Oss (Cherne), and Scean Cherry (Babcock & Wilcox) for their service and presented them with commemorative plaques.

In addition, the TAUC Board of Directors elected Jake Locklear of Atlantic Plant Maintenance to serve as First Vice President - President Elect on the Executive Committee. Mr. Locklear succeeds the retiring Tom Van Oss of Cherne Contracting. In addition, several other officers moved into new positions on the Executive Committee.

The new roster of the TAUC Executive Committee is as follows:

- Tom Felton, President
- Jake Locklear, First Vice-President - President Elect
- Steve Johnson, Second Vice-President
- Justin Bruce, Treasurer
- Bill Treharne, Secretary

If you have any questions about the changes, please contact Senior Director of Government Affairs and Member Services Todd Mustard at (703) 524-3336 x112. 

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In Pursuit of “Proof of Concept”

by STEVE LINDAUER, TAUC CEO

BEFORE ANY NEW invention or product goes to market, it must first pass through the “proof of concept” stage. That’s when inventors have to convince their bosses (or potential investors) that their idea will actually work in the real world. They have to verify that every claim they make is true. They usually do this by creating a prototype or running a simulation that demonstrates their invention in action. Everything – from the largest jet engine to the smallest gadget for your kitchen, from the two-thousand dollar Apple computer to the two-dollar app for your smartphone – must first pass the “proof of concept” stage with flying colors.

Although TAUC has been around for more than four decades (counting our predecessor organization, the National Erectors Association), in some ways, I feel that we still have to prove ourselves to certain sectors of the union construction and maintenance industry. Even after all this time, some people aren’t buying who we are and what we’re all about – especially the tripartite philosophy on which we were founded. In this respect, our organization has a lot in common with inventors and innovators: sometimes it takes a while for the rest of the world to catch up to a great idea. Legend has it that when tech genius Steve Wozniak created the first rudimentary personal computer in his garage in 1976, he took it to his bosses at Hewlett-Packard, who promptly rejected his invention – not just once, but *five times*. Why? Because they were convinced that there was no practical use or widespread demand for such a device!

That’s why this year’s TAUC Leadership Conference, which took place May 12-15 in Charleston, South Carolina, was such a great experience. As always, we put on a terrific event for our member contractors, our partners in labor and our valued owner-clients. But there was also something...*different* about this year. I felt it, and so did many of our attendees – I know, because they told me so. There was a special kind of energy in Charleston. You could feel it during the general sessions and in the various committee and board meetings. People were excited. Their conversations with industry peers were more intense and involved. Business cards were exchanged, sure – but so were lots of ideas. *Big* ideas – about expanding into new potential markets, forging stronger bonds between labor and management and stepping up our commitment to give owners exactly what they want (and need) to succeed.

What was going on? What was different?

At this year’s Leadership Conference, TAUC delivered a powerful “proof of concept” demonstration. We finally broke through and convinced the doubters and fence-sitters of the value of tripartite cooperation. And we did more


than show them – *they experienced it firsthand*. It was a true “A-ha!” lightbulb moment for many attendees as *words and ideas were translated into action*. Here are a few examples:

1. **Cooperation in action.** Like any good “proof of concept” demonstration, the conference put theory (tripartite philosophy) into practice. Take, for instance, the Labor Committee meeting. Instead of just talking amongst themselves, the members invited IBEW President Ed Hill and members of his business development team to talk about their efforts to shake up the traditional labor-management relationship and aggressively pursue new business relationships (see Page 27). That’s right: a building trades leader and his team spoke at a *contractor* committee meeting. Ideas were exchanged, questions were asked, and seeds were planted in the minds of every contractor in the room. That’s the tripartite idea in action – and that’s what gets people excited.
2. **Boots on the ground.** If you go around emphasizing the importance of labor-management cooperation, then you darn well better be able to show that you know how to do it. I know of no better “proof of concept” than the historic event that took place on May 13, when the leaders of nine building trades took the stage for a candid, no-holds-barred discussion on the challenges and opportunities facing our industry (see Page 23). To have so many union presidents together at a contractor association meeting proves two things: one, the building trades respect the importance and value of TAUC and its members; and two, as contractors, we aren’t afraid to hear from the “other side.” In fact, we invited them to our conference! We want to hear from them, because when you get right down to it, there are no “sides.” There is only one industry made up of contractors, labor and customers. We’re in this together.
3. **The power of paradox.** Paradoxes are often hard to explain. For instance, TAUC is an association for union contractors, yet as I just demonstrated, we go out of our way to include labor and owners, too. This is something that has confused people in the past. But in Charleston, the logic of this seeming paradox finally dawned on numerous attendees. Yes, TAUC is dedicated to helping contractors succeed – but the only way that will happen is if they communicate with the other members of the tripartite

community. In other words, we understand that success will only come when you focus not only on your own best interests, but those of your partners.

Look at it this way: an electric motor is pretty much useless until you plug it into a power source. You can admire its engineering and design, but until you give it the electricity it needs, it's just a paperweight. Likewise, our member contractors have built a compelling case for union construction and maintenance over the years. But they're not going to succeed until they "plug in" and have a powerful connection with labor and owners. The Leadership Conference is a perfect opportunity for our organization to facilitate those high-level connections. Our staff is there to serve as "connectors," making sure that contractors meet owners, owners meet labor reps, and so forth.

I hope you'll forgive me if I sound like I'm bragging about the success of this year's conference. Actually, I had very little to do with it. The tripartite philosophy itself was the true star of the show. If you were there, you know what I'm talking about. And if you weren't...well, you missed out. But there's always next year — May 3-6, 2016 in Naples, Florida, to be precise. And you can read

our extensive coverage of the conference in this issue to get a feel for the energy and sense of optimism that was on display all week long. I feel confident in declaring that TAUC has successfully passed its "proof of concept" test. The next step: proving our value to a new generation of potential customers. 



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).

Questions?

Comments?

We want to hear from you!

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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Leadership Lessons from a Fourth-Grade Catcher

by MARK BRESLIN

I STARTED TRAINING AS a CEO at nine years old. I just didn't know it.

When I was a kid, my uncle was the manager of the AAA minor league team of the San Francisco Giants. As a result, I got to visit the 1968 Giants' clubhouse. I met Willie Mays, Jesus Alou, Willie McCovey, Juan Marichal and Bobby Bonds (Barry's dad). I watched them ice down, joke around and (some of them) smoke cigarettes. They gave me autographed balls and told me to practice hard and play well. So, being a kid, that is precisely what I did. And what came of it were the first CEO lessons I ever learned.

Some of my best leadership lessons of my life took place that year when I played catcher for the Our Lady of Mercy fourth-grade team. I played catcher because the gear was cool, I liked being in the action and no one else would do it. I soon found out why they call the catcher the "on-field" manager – even when you are only four feet tall.

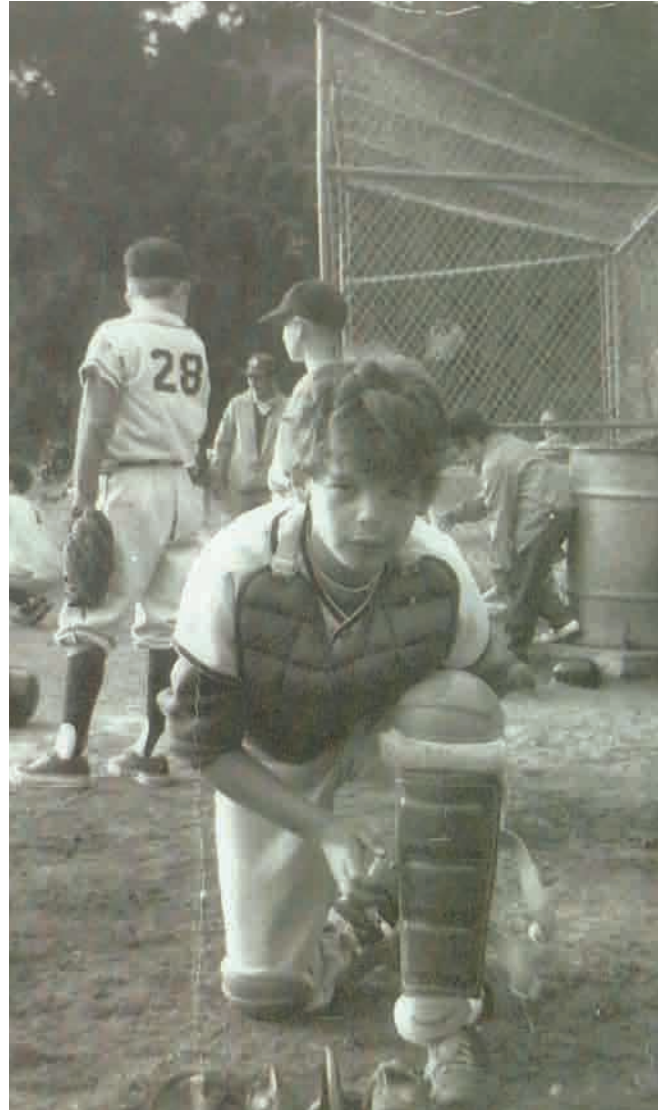
So from my sketchy memory banks, I share the top four leadership lessons learned behind the plate that year – lessons I have used over the decades as a CEO.

A leader has to *over-communicate* if he wants everyone on the same page.

It was my job to let everyone on the team know what was going on: how many balls and strikes, how many outs, when the ball was coming, etc. This was especially important with Jimmy Kesterson, who often had his hand down the front of his pants, accompanied by a slight lack of concentration. A leader has to communicate the plan, the score, and the role each team member should be playing – and they need to communicate it over and over *and over*. Assuming the players "just know" what to do is bad. I had to yell out instructions several times each inning. When you communicate to excess, a common vision emerges, along with better performance on the field (or in your company).

Don't let a little situational discomfort put you at an even higher risk.

Catchers wear a cup. That's it. But for me, I didn't like the feeling. It chafed. It rubbed and it was distracting when I was in the crouch...until the day Binker Murphy threw his scorching fastball. It hit the corner of the plate and



Mark Breslin, 9 years old

bounced directly up into my crotch. Now, I don't know about you, but when you are nine, and the girl you really like is in the stands, the idea of grabbing your balls in a public forum is a real dilemma. So I grabbed my knee instead. I'm rolling on the ground thinking to myself, *Please God, make this stop hurting and I'll wear a cup 24-7*. The lesson was simple: leaders have to experience ongoing levels of discomfort all the time. Chafing is part of the deal. Discomfort is the state of leadership. The consequences of avoidance are generally

more severe if you try to bypass the discomfort. Get used to it or find yourself with your knee in your hand.

You have to give a lot of individual coaching to your key players -- both when they are doing great and when they are sucking badly.


Your key players determine who wins. On a nine-person team (or crew), you might have three to four people who are going to make the difference. In my little league days, one of those people was always the pitcher. When he had a bad day, we all had a bad day. A fourth-grade kid who walks batter after batter starts to lose it. He gets close to tears, and it doesn't help that his parents are in the stands. The coach can't do anything in that situation, either, so I would run the ball out to him on the mound as often as I could (often with the umpire yelling at me to get back behind the plate). I'd tell that pitcher whatever he needed to hear: that he was the greatest, maybe, or that he needed to get mad. The lesson is simple. Read the player and give them the individual coaching and attention that they need. It's possible for them to do it on their own, but they can perform so much better with a little help from you. The same is true for when they're killing it and doing a great job. At those times, remind them that they are demonstrating their

true potential. Build their confidence. Make them set the benchmark for their future performance.

Don't avoid confrontation.

Catchers own the plate. If you block that plate, you're going to get hit. The physics are pretty basic. Imagine this scenario: a kid with a running start from third base of probably 70 feet is barreling directly toward me as fast as he can. His only goal is to score a run. Meanwhile, I'm standing stock-still, waiting for a throw from Sean Wallace in right field, and I cannot look at this guy coming down the line. Everyone is counting on my courage and resolve at that moment. All the gear in the world won't compensate for me getting "Buster Poseyed." But you have to stand up and take it. Leaders do not shy away from confrontation. Leaders do not back down at the crucial moment. Leaders often have to take one for the team. Leaders cannot lose their concentration at the moment of key business impact. And frankly, sometimes the leader has to lower their shoulder and smash the tag into someone's face to get everyone's attention. It may only be 1% of the time on the field, but you will be measured by those moments for a long time afterwards.

When I look at the photo that accompanies this article, I don't see a kid really having fun. That kid doesn't look like he's living the "everyone gets a trophy" sports experience. The look in the eyes is pretty serious. I don't remember that day, or most of the games I played, for that matter. But I do remember those simple lessons, long after any thrill or disappointment with wins and losses have faded from memory. These same lessons are key to the success of our leaders today, especially foremen and superintendents. Often we send players onto the field without a clear idea of the requirements of the position and the tools to succeed while doing it. We forget to coach them and give them the feedback necessary to improve. They too are our on-field managers. In order to create a winning environment, the foundational elements of leadership are not complex. The key is remembering to apply these simple principles and reinforce them regularly.

Simply put, after reading your company P&L sheet, you don't want to find yourself rolling on the ground holding your knee. 

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.



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Navigating Generational Minefields

by RITA M. MURRAY, PhD

Editor's Note: Dr. Rita Murray was the keynote speaker at this year's 2015 TAUC Leadership Conference. She wowed our audience with her presentation on "Navigating Generational Minefields" and how to bring workers of all ages together for the benefit of our entire industry. She has generously agreed to present the core of her message in article form for those readers who weren't fortunate enough to hear her in person.



GENERATIONAL GAPS BETWEEN us in the workplace are growing in number and size. The ability to spot and bridge them has become a critical competency, especially in the construction industry. Different generations each approach life, work and relationships from a distinct angle. Knowing that angle and how to predict and respond to it gives us each a decisive advantage.

There are currently four (and soon to be five) generations leading and/or working side-by-side in the U.S. construction industry: *Traditionalists*, *Baby Boomers*, *Generation X*, *Millennials*, and the youngest up-and-comers, the *Cloud Generation*. Their outlooks, values, work styles and behavioral tendencies are frameworks for understanding how the events of our formative years may shape our work dispositions.

Listen to conversations at any construction jobsite or around the office and you are likely to experience the following:

- Baby Boomers wonder why younger workers don't know any better. *"Put down that cell phone and get to work."*
- Millennials wonder why these old guys all have a similar attitude. *"It's my way or the highway."*
- Generation Xers, more-than-ready to be promoted, wonder when their older workmates and/or bosses are going to retire. *"I thought they'd be gone by now."*

The Theory

Every generation forms a collective group that shares their same cultural hallmarks, a similar societal history, comparable defining moments, the same technology, and a shared attitude toward – and reaction against – the generation that came before it. People of the same age, therefore, are likely to have similar underlying value systems. These value systems are good predictors of workplace behaviors and expectations and provide us powerful insights on ourselves and each other.

There are many ways to introduce the dynamics and differences across and within the four generations in today's workplaces. However, the one I've chosen to highlight in this article is the most costly in terms of strife and conflict – each generation's preferred technology or media preferences for communicating/connecting with each other.

R U Connecting?

Today's employees have access to many digital tools – for some, *too many*. As a result, communication flow and impact have dramatically improved. *Or have they?* It depends on your generational perspective. Obsession with digital connectivity has changed the nature of communication and given all of us far more options to reach out to others. Different generations tend to favor and rely on "their communication medium of choice." Some might see "smart" communication devices as lacking a personal or private quality. Here are some differentiating insights:

- **Traditionalists born between 1920–1946.** Face-to-face contact was the norm for isolated lives in rural agrarian communities. Families gathered around the radio with mom or dad as the filter and listened to news for entertainment. High school degrees were rare and college degrees unlikely for the masses. Communicating always had a known human element to it – no anonymity.
- **Baby Boomers born between 1947–1964.** The "golden age" of TV provided passive and solitary entertainment. Boomers never saw a personal computer in high school or college. At work, information was scarce, expensive, institutionally oriented, and designed for passive use. Boomers value high proficiency in literacy – reading, spelling, grammar, writing, and basic math skills.
- **Generation X born between 1965–1980.** Generation X was shaped by a culture of gadgets and

tools – foremost among them, the PC – that delivered instant results. Thus, they value efficiency and used personal computers in college and on their first jobs. At work, information has always been abundant, cheap, personally oriented and designed for making quick decisions.

- **Millennials born between 1981–2000.** Smart personal devices and social media tools have always been available anytime/anywhere and provide two-way talk back. Millennials are a self-broadcasting, self-disclosing online culture. They live with a consumer mindset at breakneck pace in a 24/7 virtual world with virtual boundaries.
- **Cloud Generation (“Sky’s the limit”) born since 2001.** This is the “future workforce” who will begin entering your construction workplace in 2017. Stay tuned!

The Research

The body of evidence and research on the generations’ theory is vast and growing, so this “generational lens” is rooted in well-respected social science. In addition, as a Certified Speaking Professional on generational engagement, my practical knowledge of the communication challenges among the generations come from my experiences as CEO of a national energy services company and my doctoral research studying how Millennial pilots learn to fly. Regarding unique attention to the learning preferences of the Millennials, it is especially important to reinforce the fact that construction is a unique career that, like aviation, is operationally structured on a vast array of rules, regulations, and time schedules. Without these, the industry would not be able to function as effectively, efficiently, and safely as it does.


Some Strategies

So, what are some key strategies to communicate more effectively to avoid Multi-Generational Minefields?

- Provide generational and other soft skills training to all leadership and field supervisory personnel in half- or full-day sessions. Research and statistics demonstrate that healthy relationships require deep and meaningful personal connections, so your first step is personally learning about the generations and how best to use that information to improve relationships and increase your own effectiveness.
- Practice open-mindedness. If you have become an “expert” in your construction trade, you may be

shutting out other voices, opinions and perspectives. The high cost of that behavior is that you’ll lose the enthusiasm, creativity, and productivity of others – specifically, Millennials’ collaboration and innovation.

- Resist intimidating and patronizing practices. Millennials don’t respond well to managers, foremen and supervisors with short, hot tempers and condescending attitudes.
- Emphasize the “social responsibility” of working on a construction crew when recruiting Millennials. Relate a compelling construction project backstory, without any spin, confirming what *their contributions* will provide to the completed project, i.e., a hospital, a new office building, a school, etc.
- Clarify and communicate your promotion strategies and commitments. A generation gap exists in the different ways each generation regards movement and promotion within the team/organization: “*Promote me or lose me,*” and “*Pay your dues.*” These are distinct, contrasting and costly generational outlooks that are very much alive within the construction industry.
- Use learning strategies/tools that are more relevant to the different and diverse ways that Millennials learn. Millennials respect and value the sophisticated graphic tools of the modern construction era and noticeably perk up whenever technology upgrades are included in a workplace conversation.

Developing a multigenerational culture of learning and growth that will attract and retain a skilled workforce requires the ability to interact productively with others. When team members are actively engaged in asking, discovering, observing, exposing, and communicating vital information and ideas relevant to their work, their potential is maximized. A generational lens gives you a powerful and easy to use “set of handles” on other people and their likely values and behaviors — as they are giving others that same “handle” on you. It’s never too late to get started on refining your own generational intelligence (GQ). What are you waiting for? 

Dr. Rita M. Murray is a national speaker, leadership development expert, private pilot and author of several books on the generations. Visit her Performance Consulting website at www.RitaMurray.com, follow her on Twitter @ritamurray and LinkedIn and contact her at 405-701-2999.

TAUC Releases Landmark Study on Union Labor Supply

by DAVID ACORD

A MAJOR NEW STUDY on construction workforce levels finds that many contractors, labor representatives and owner-clients are optimistic about growth opportunities in the industrial construction and maintenance industry in 2015 and beyond – but at the same time, they are concerned about finding enough qualified union craft workers to fill the expected demand.

These are just two findings of the wide-ranging study released in June by The Association of Union Constructors (TAUC) and produced in conjunction with the Construction Labor Research Council (CLRC). It is designed to give construction professionals an in-depth understanding of the current state of the union construction and maintenance labor supply throughout the United States.

The study is available as a free download at www.tauc.org/laborsupply. An executive summary is also available for download.

The report utilizes a rigorous scientific methodology to analyze nearly 1,000 responses to a 10-question survey sent in February 2015 to a cross-section of contractors, union representatives and owner-clients. The large sample size and carefully worded questions combine to make this one of the most useful union craft labor supply reports available.

In addition to overall findings, the study also features numerous useful data cuts based on several demographics, including respondent categories, geographic regions and specific industries. Data are presented for 14 crafts individually, as well as aggregated, including both actual 2014 staffing levels and projections for 2015.

Following are several highlights from the study.

Outlook Positive for Growth

More than 70% of respondents anticipate growth, to varying degrees, in the construction and maintenance industry (union and non-union combined) in 2015 (see chart on Page 15). Drilling down a little further, 20% of those respondents believe there will be either “strong” growth (defined as 7-10%) or “very strong” growth (greater than 10%), and a significant number of those same respondents believe the growth will last at least four years or more.

Looking at the numbers from a geographic point of view, the Southeast region – comprising Alabama, Florida,

Georgia, Kentucky, Tennessee, North Carolina, South Carolina, Virginia and Mississippi – garnered the highest average ratings for growth in 2015 at 5.6%. The Mountain Northern Plains states (including Colorado, Montana and North Dakota) and the New England regions also received strong growth ratings at about 5%. Both the East North Central (including Illinois, Ohio and Indiana) and the Northwest (including Oregon and Idaho) regions had growth expectations of less than 3%.

More Workers Needed to Meet Demand

When asked “Did your organization experience a union labor shortage in 2014?” over half (52%) said yes. However, of that percentage, 41% said they had seen only a small shortage; just 11% characterized it as a large shortage. Nearly a third of respondents (31%) characterized union labor supply as “the right size,” and 17% reported a surplus.

Furthermore, respondents reported that five of the 14 building trades crafts had a surplus of workers in 2014 (Sheet Metal Workers, Teamsters, Painters, the UA and Laborers). The supply of electricians was “just right,” and the remaining eight trades had negative staffing levels, with Boilermakers reported to have had the most severe shortage.

Looking ahead to 2015, the outlook gets a little worse. Just three trades (Sheet Metal Workers, Teamsters and Insulators) are expected to have a surplus of craft workers in 2015. The remaining 11 crafts are all expected to experience shortages of various levels in 2015, according to respondents. Of those 11, the Boilermakers and Carpenters are forecasted to have the most severe shortages.

In addition, a full 65% of survey respondents believe the current 2015 union craft labor force is too small, and nearly 70% said they believe that union apprentice classes are currently too small.

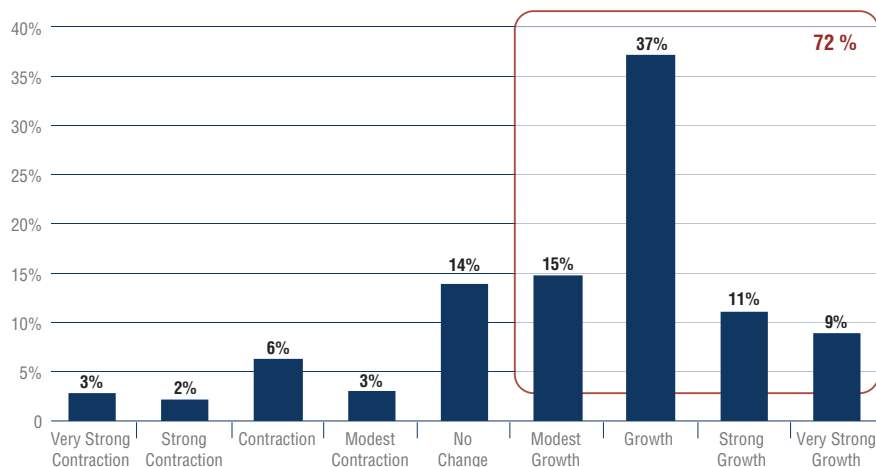
“We are getting by right now, but our inability to train apprentices during the [recent economic] downturn is going to catch up with us sometime in the future,” commented one respondent, a contractor in the East North Central region.

“Contractors must hire a greater ratio of apprentices to account for and offset the anticipated attrition and aging workforce,” said a labor representative respondent from the Southwest.

Data, Data Everywhere

The 44-page report features dozens of in-depth charts and graphs, as well as insightful written analysis from CLRC Executive Director Carey Peters. TAUC's goal is not to draw conclusions or advocate for a specific course of action, but rather to make the data available for the entire tripartite community to analyze and discuss.

"It's our belief that true and lasting solutions won't be generated from the top down, but rather from the ground up – from the contractors, labor reps and owner-clients who are in the field on a daily basis," said TAUC CEO Steve Lindauer. "Information is power, and with this study, we hope to empower everyone who has a stake in the future of the union construction and maintenance industry."



Lindauer added, "We are pleased to make this information available to the industry at large. The depth and breadth of the analysis is, in a word, impressive. Our sincere hope is that it will foster a new level of informed discussion between our tripartite partners, and better prepare

the entire industry to face a number of workforce challenges in 2015 and beyond."

Download the report and executive summary today at www.tauc.org/laborsupply.

About CLRC

THE CONSTRUCTION LABOR Research Council (CLRC) collaborated with TAUC on the creation of the new labor supply report. CLRC Executive Director Carey Peters provided much of the in-depth analysis of the respondents' questions and was also closely involved in developing the parameters of the survey.

TAUC has been a longtime supporter of CLRC and our CEO, Steve Lindauer, serves on the organization's board of directors.

CLRC provides comprehensive consulting and research services to national associations, association chapters, employers, contractors, owners, labor-management cooperatives, and others in the construction industry. For over 30 years CLRC has been the construction industry's most trusted and comprehensive source of union labor cost, contract evaluation, market share, workforce demographics, and related information. It also



conducts global materials cost surveys for the oil, gas, and petro-chemical industries. CLRC's work is objective, accurate and trusted.


In addition, CLRC maintains the largest and most reliable union wage, fringe benefits and contract terms databases in the construction industry in the United States. Data are categorized by geographic region, city, craft, year, and other useful factors. CLRC sets the industry standard when it comes to union wage and fringe benefits data.

For more information, visit CLRC online at www.clrcconsulting.org.

Top NMA Contractors & Owners

THE NATIONAL MAINTENANCE Agreements Policy Committee, Inc. (NMAPC) is proud to showcase the top owners that utilized the NMA (see page 18), as well as the top 50 signatory contractors that performed the most construction and maintenance work hours under the agreements for the 2014 calendar year (based on work hours reported as of mid-June 2015).

The NMAPC requires its signatory contractors to report their work hours under the program on a quarterly basis, and uses this data to gain a better understanding of which industries are taking advantage of the cost savings inherent to working under the agreements.

Together, these 50 contractors performed over 35 million work hours under the NMA program in 2014, more than 63% of the total work hours reported by all signatory contractors for that year. If your company is signatory to the NMA and is not on this list, but you did a significant number of work hours under the program, it may be due to the fact that you are not adequately reporting your work hours on NMAPC.org. For assistance in reporting work hours, please feel free to contact the NMAPC office at (703) 841-9707 ext. 118 and speak to Manager of NMAPC and Database Systems Ben Cahoon. 

Top 50 NMA Signatory Contractors Ranked by 2014 Work Hours

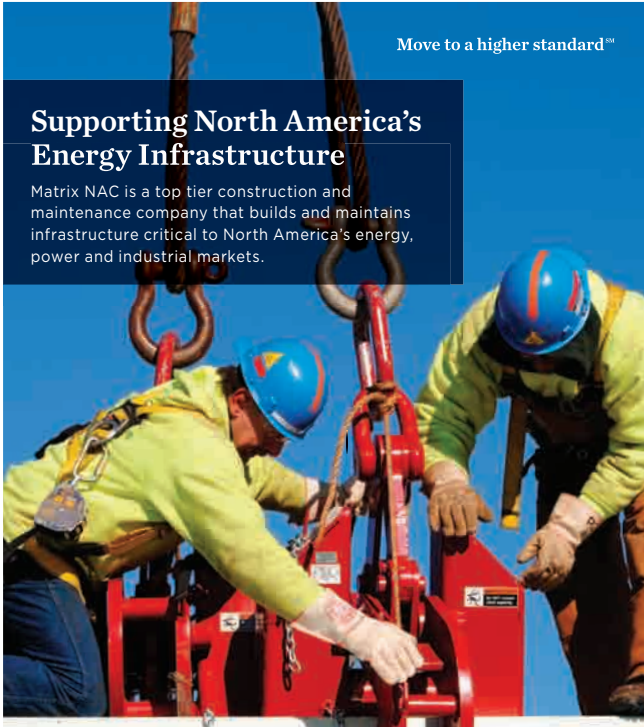
	Contractor	City, State	Total Hours
1	Enerfab Power & Industrial, Inc.*	Cincinnati, OH	3,276,707
2	Chapman Corporation*	Washington, PA	3,145,410
3	Graycor Industrial Constructors Inc. *	Oakbrook Terrace, IL	1,887,614
4	Sterling Boiler & Mechanical, Inc.	Evansville, IN	1,393,541
5	Solid Platforms, Inc.	Portage, IN	1,388,611
6	Matrix North American Construction Inc.*	Canonsburg, PA	1,317,080
7	BMWC Constructors, Inc.*	Indianapolis, IN	1,239,448
8	URS Energy and Construction, Inc.*	Princeton, NJ	1,064,903
9	Songer Steel Services, Inc. *	Washington, PA	1,016,910
10	GEM Industrial Inc.*	Walbridge, OH	1,007,203
11	RMF Nooter, Inc.	Toledo, OH	954,271
12	APComPower, Inc.	Windsor, CT	922,877
13	Turner Industrial Maintenance, LLC	Baton Rouge, LA	919,360
14	Alberici Constructors*	St. Louis, MO	883,360
15	Babcock & Wilcox Construction Co., Inc. *	Barberton, OH	861,834
16	Industrial Contractors Skanska*	Evansville, IN	831,693
17	McCarl's Inc. *	Beaver Falls, PA	751,815
18	Commercial Contracting Corporation	Auburn Hills, MI	714,639
19	Cherne Contracting Corporation*	Eden Prairie, MN	703,070

	Contractor	City, State	Total Hours
20	Superior Construction Company, Inc.*	Gary, IN	532,446
21	C.R. Meyer and Sons Company	Oshkosh, WI	530,307
22	Pioneer Pipe Inc.*	Marietta, OH	501,957
23	Lakehead Constructors, Inc.	Superior, WI	498,291
24	Meade Electric Co.	McCook, IL	470,547
25	Monarch Welding & Engineering, Inc.*	Warren, MI	419,222
26	Ramirez & Marsch	Whiting, IN	415,626
27	Superior Electric Great Lakes Co.	Troy, MI	399,108
28	Nooter Construction Co.*	St. Louis, MO	398,082
29	Shelby Mechanical, Inc.	Cinnaminson, NJ	387,654
30	AZCO Inc.	Appleton, WI	361,050
31	McAbee Construction, Inc.	Tuscaloosa, AL	352,862
32	Electrical Corp of America	Raytown, MO	347,013
33	API, Inc.	New Brighton, MN	345,859
34	NAES Power Contractors	Issaquah, WA	335,148
35	Weldtech Services Inc.	Billings, MT	331,221
36	Construction & Turnaround Services, LLC*	Tulsa, OK	325,997
37	Kiewit Power Constructors Co.*	Lenexa, KS	301,397
38	The Jamar Company*	Duluth, MN	299,115
39	J.J. White Inc.*	Philadelphia, PA	295,495
40	Motor City Electric	Detroit, MI	285,711
41	Industrial Power Systems Inc.	Rossford, OH	283,945
42	SENCO Construction Inc.	Robinson, IL	282,477
43	Power Piping Company	Pittsburgh, PA	280,978
44	Triangle Enterprises, Inc.	Paducah, KY	277,656
45	Morrison Construction Company*	Hammond, IN	276,143
46	International Industrial Contracting Corporation*	Sterling Heights, MI	273,773
47	O'Connor Corporation	Canton, MA	254,055
48	McGraw/Kokosing, Inc.	Middletown, OH	240,918
49	Lighthouse Electric Co., Inc.	Canonsburg, PA	240,756
50	N.B. Processing Inc.	Muskegon, MI	239,413

* denotes a TAUC Governing Member

Top 12 NMA Owner-Clients Ranked by 2014 Work Hours

	Owner	Hours
1	BP Products North America, Inc.	3,584,312
2	General Motors Company LLC	2,996,272
3	MarkWest Liberty Midstream Resources	2,414,690
4	United States Steel Corporation	1,939,847
5	Ford Motor Company	1,728,998
6	ArcelorMittal	1,727,015
7	CITGO Petroleum Corporation	1,088,575
8	American Electric Power	1,055,137
9	Duke Energy Corporation	1,054,220
10	Williams Companies, Inc.	1,052,661
11	Marathon Petroleum Company LP	1,042,275
12	Ameren Corporation	1,024,854




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Ed Myers Named TAUC Craftperson of the Year

by DAVID ACORD



L-R: Jim Daley, JJ White; Mike Pleasant, UA; Bill Hite, UA; Ed Myers; Tom Felton, TAUC President; Mike Mulvaney, UA.

C HARLESTON, S.C. - Ed Myers has been named the 2015 TAUC James J. Willis Craftperson of the Year.

The award, which recognizes outstanding labor-management cooperation and quality craftsmanship in the union construction and maintenance industries, was presented at a special ceremony on May 14 at TAUC's annual Leadership Conference in Charleston, S.C.

Ed Myers is a Steamfitter with Local Union No. 420 in Philadelphia, Pa. He was nominated by J.J. White, Inc. for his work on the atmospheric relief vent mitigation project at the Phillips 66 Bayway Refinery in Linden, New Jersey. The project involved demolishing an existing 150-foot flare stack and erecting two new 250-foot tall flare stacks. All told, the project required more than 100,000 work hours to complete, along with 500 tons of structural steel, 13,000 feet of pipe and more than 1,000 individual welds.

Ed was praised by executives at both Phillips 66 and J.J. White for his performance on the massive project. "He really builds a tremendous spirit in the way that he

leads by example," said James White IV, President of J.J. White.

"He has the respect of his men," added James Daley, Senior Vice President of Operations for J.J. White. "Everyone had to have the opportunity to perform their work safely, and Ed had the vision to see the completed project."

"People want to work *with* Ed, not *for* Ed," added Phillips 66's Joe Schneider.

"My philosophy is, everybody has something to bring to the table," Ed Myers said. "It's my responsibility to figure out what it is and utilize it for the project."

He added, "In my mind, the safest project is the project where everybody has a clear understanding of their tasks. It's the unknowns that get them hurt. Safety is everything."

About the Award

The James J. Willis Craftperson of the Year Award honors outstanding labor-management cooperation and quality craftsmanship in the union construction and

maintenance industries. It is given to building trades members who have a gift for recognizing the vision of a project and can bring that vision to fruition in a professional manner. Apprentices, journeymen, foremen and general foremen from all crafts are eligible for nomination.


The recognition program was originally created in 1989 as the Craftsman of the Year Award. TAUC changed the name in 2008 to memorialize James J. Willis, Sr. He was a dear friend and supporter of TAUC and an authentic leader within the union construction industry for more than five decades. Jim started out as an apprentice ironworker in 1945 at the age of just 16 and eventually rose to the rank of First

General Vice President within the international union. He also served as President and Labor Co-Chairman of the National Maintenance Agreements Policy Committee, Inc. (NMAPC) from 1988-2000.

Jim was hugely influential within the union construction industry, and his steadfast commitment to fairness and cooperation was legendary. It is fitting that the award bearing his name honors a union worker who demonstrates unparalleled leadership and professionalism, because Jim exhibited the same qualities throughout his life.

The James J. Willis Craftperson of the Year Award recognizes five categories of achievement:

- Safety and Health
- Schedule and Budget
- Productivity
- Cost Savings
- Innovation
- Outstanding Craftsmanship

Projects must be completed in the calendar year of the award. Nominations are forwarded to our judge's panel to be evaluated and ranked in each category. This year, the members of the James J. Willis Award Task Force were: Kathleen Dobson, Alberici Constructors; William Kroeger, AGC of Missouri; and Jacob Snyder with Enerfab Power and Industrial. 

Craftperson of the Year Nominees

Choosing the Craftperson of the Year is a tough job, because we receive so many incredible nominations from our contractors. TAUC would like to honor this year's runners-up for the prestigious award. We salute their hard work and dedication to safety, and wish to thank the nominating contractors, their labor partners and the owner-clients for assisting in the nomination process.

FIRST RUNNER-UP

Scott Fritz, a General Foreman and Ironworker with Local Union #395, was nominated by Pangere Corporation for his work on the ArcelorMittal BOF Crane Runway Girder Replacement project in Burns Harbor, Indiana. Scott's expert foresight and strategic planning were instrumental not only to the project's completion, but also to keeping project and client costs low despite numerous potential disruptions and challenges.

HONORABLE MENTIONS

David Defauw, a General Foreman and member of Carpenters Local Union #687, was nominated by Barton Malow Company for his work on the Dan E. Karn Power Plant in Essexville, MI, where his vast industry-wide knowledge, attention to detail, and dedication to health and safety standards resulted in multiple quality civil and concrete installations that exceeded Consumer Energy's desired standards.

Kevin St. Cyr, a Journeyman Pipefitter with Local Union #440, was nominated by BMWC Constructors for his work on a piping and equipment installation project at a new Eli Lilly building in Indianapolis, IN. BMWC noted that Kevin is a craftworker in high demand not only for his expertise in welding, but also for his safety performance, and excels in hazard recognition.

Don Labruzzo, a General Foreman and Iron Worker with Local Union #11, was nominated by Construction & Turnaround Services (CTS) for his work on a crude unloading project at the Phillips 66 Bayway Refinery in Linden, New Jersey. Don was responsible for the erection and installation of all structural steel platforms, gangways, pipe racks and pipe supports.

Mike Newman, a Journeyman Boilermaker with Local Union #37, was nominated by Construction & Turnaround Services (CTS) for his work on the 2014 fall and spring turnarounds at Flint Hill Resource's Alkylation Unit in Rosemount, MN. "Every Mike Newman project not only assures the client is satisfied, but that every craftsman associated

with that job learns and delivers the superior performance expected of a Union craftsman," said CTS.

Craig Pearce, a General Foreman and Pipefitter with Local Union #342, was nominated by Harder Mechanical Contractors for successfully supervising 12 refinery turnaround projects in 2014 at the Chevron Richmond Refinery in Richmond, CA. "Craig is an effective craftsman and leader because he values safety," Harder Mechanical noted in its nomination. "He leads by example and never compromises one's safety over productivity."

Joe Page, a General Foreman and member of IBEW Local Union #292, was nominated by Parsons Electric for his work on the Mayo Clinic Sports Medicine Center in Minneapolis, MN. "Joe performed scheduling and budget activities for our customer allowing the project to meet major milestones and meet job task cost coding expectations," Parsons Electric said in its nomination. "Joe's ability to create strong relationships with other field leaders and our customer forged the foundation for a strong team."

Safety Award Winners Honored at Leadership Conference

TAUC ON MAY 13 announced the winners of the annual Thomas J. Reynolds Awards for Excellence in Construction Safety and Health during a special ceremony at the 2015 TAUC Leadership Conference at the Belmond Charleston Place in Charleston, S.C.

The awards were created in 1983 by TAUC's predecessor organization, the National Erectors Association

(NEA), to recognize and commend the exceptional efforts made by members to prevent the occurrence of serious injury - or worse - on the jobsite. Winners are recognized for achieving a zero DART (Days Away, Restricted or Transferred) rate in one of four categories. Participants who achieved a DART rate of 25 percent or below the BLS National Average in 2014 received a Certificate of Achievement to acknowledge their accomplishments.

This year, 80 contractors received Thomas J. Reynolds Safety Awards. These winners amassed more than 88 million work hours with 128 DART Cases in 2014. The average DART Rate of these TAUC members was an astounding .29 for 2014, well under the BLS National Average of 2.2.

A complete list of winners and certificate recipients can be found on the following page.

TAUC would like to thank the generous sponsors of this year's awards luncheon:



- CR Meyer & Sons
- Enerfab Power and Industrial
- Environmental Safety and Health Solutions
- Pioneer Pipe
- Shelby Mechanical
- The American Group of Constructors



Joe Lasky, TAUC Safety Chair.



Who Was Thomas J. Reynolds?

The Thomas J. Reynolds Safety Award was named in honor of a long-serving member of TAUC's predecessor organization, the National Erectors Association (NEA). A U.S. Navy veteran, Thomas J. Reynolds spent more than

forty years in the construction industry, starting out as a union ironworker, boilermaker and millwright. From 1955 to 1976 he held a variety of high-level safety positions at Bethlehem Steel, culminating in his appointment as Supervisor of Plant Protection and Safety at the company's Burns Harbor, Indiana facility. He went on to

serve as Corporate Manager of Safety for Morrison Construction Company for many years.

In 1980, Mr. Reynolds assisted in writing proposed construction safety standards for OSHA. In 1986, he was invited by Labor Secretary William Brock to join OSHA's Advisory Committee on Construction Safety and Health, becoming the first NEA member to participate on this prestigious panel. The appointment was a fitting capstone to a career dedicated to advancing worker safety. Over the past three decades, the Thomas J. Reynolds Safety Awards program has become a widely recognized standard of excellence in the union construction industry. TAUC is proud to continue Mr. Reynolds' legacy.

Thomas J. Reynolds Awards

Recognizing Excellence in Construction Safety and Health

CATEGORY ONE

**Over 1 Million Hours
Worked Without a DART
Case**

- Commercial Contracting Corporation
- Harder Mechanical Contractors, Inc.
- Scheck Mechanical Corporation
- Superior Construction Company, Inc.
- Walbridge Aldinger Company



CATEGORY TWO

**500,000 - 1 Million Hours
Worked Without a DART
Case**

- Beltline Electric Co., Inc.
- Brand Energy Services, LLC
- Corval Constructors, Inc.
- EMCOR Hyre Electric Co. of Indiana, Inc.
- Ryan & Associates, Inc.
- Stevens Engineers & Constructors, Inc.
- White Electrical Construction Company

CATEGORY THREE

**100,000 - 499,999 Hours
Worked Without a DART
Case**

- Advanced Specialty Contractors, LLC
- Amex Nooter LLC
- Anderson Electric, Inc.
- Capital Electric Construction
- Cornerstone Services Group, LLC
- Dearborn Mid-West Company
- DLZ Industrial, LLC
- George V. Hamilton, Inc.
- Gribbins Insulation Company
- Henderson Services, LLC
- ISG dba Universal Blastco Composites
- Lytle Electric Company

Winners in Categories 1-4.

- MC Industrial
- National Steel Erection, Inc.
- New States Contracting, LLC
- Niles Industrial Coatings
- Norris Brothers Company, Inc.
- Rand Construction Company
- Scheck Industrial
- Shelby Mechanical, Inc.
- Simakas Company, Inc.
- The Pangere Corporation
- Thermal Solutions, Inc.
- AmQuip Crane Rental LLC
- Atlantic Contracting & Specialties, LLC
- Atlas Industrial Contractors, LLC
- Babcock & Wilcox Construction Co., Inc.
- Barton Malow Company
- Black Swamp Steel, Inc.
- Broadway Electric Service Corporation
- Bruce & Merrilees Electric Company
- Central Rent-A-Crane, Inc.
- Cherne Contracting Corporation
- Construction & Turnaround Services, LLC
- Correct Construction, Inc.
- Enerfab Corporation
- Enerfab Electric, Inc.
- Graycor Industrial Constructors Inc.
- Helmkamp Construction Company
- Ideal Contracting, LLC
- Imperial Crane Services, Inc.
- Independence Excavating, Inc.
- Industrial Contractors Skanska
- International Industrial Contracting Corporation
- J.J. White, Inc.
- Kiewit Power Constructors Co.
- M & O Insulation Company
- Matrix North American Construction Inc.
- McCarl's Inc.
- Morrison Construction Company
- Nooter Construction Company
- Performance Contracting, Inc.
- Pioneer Pipe, Inc.
- Piping & Equipment Company
- Precision Environmental Co.
- RMF Nooter, Inc.
- Sargent Electric Company
- Solid Platforms, Inc.
- The American Group of Constructors
- Triangle Enterprises, Inc.

CATEGORY FOUR

**Less than 99,999 Hours
Worked Without a DART
Case**

- Anderson Industrial Construction Company
- Douglas Steel Erection Company
- GVH Environmental, Inc.
- Scheck Technical Services, Inc.
- Vertical Access Solutions, LLC

CERTIFICATES OF ACHIEVEMENT

- Advanced Industrial Services, LLC
- AECOM
- Alberici Constructors

Awards were given based on work performances during the 2014 calendar year. All direct-hire work-hours under all collective bargaining agreements were eligible.

TAUC Hosts Historic Panel of Building Trades Leaders

by DAVID ACORD



ON MAY 13, 2015, TAUC made history when the leaders of nine building trades unions took the stage for a 90-minute panel discussion at our annual Leadership Conference in Charleston, S.C.

Never before have so many union leaders gathered on the same stage to talk to TAUC contractors and answer their questions. Moderated by TAUC CEO Steve Lindauer, the lengthy discussion covered a wide variety of topics, from the importance of recruiting millennials to the enormous opportunities in the Gulf Coast area. Following is a brief overview of this once-in-a-lifetime event.

Reaching the Next Generation

Lindauer kicked off the event by asking the presidents a simple question: If you had one minute to tell a young person today why they should think about joining a building trades union, what would you say?

Pat Finley, General President of the Operative Plasterers' & Cement Masons' International Association, pointed out that a career in the building trades offers a great deal of freedom and empowerment for young people – a relatively recent phenomenon. In the past, he explained, workers often found themselves at the mercy of high-level corporate decision makers; their jobs could be eliminated due to

mergers or moving manufacturing overseas, leaving them with few options. But that's no longer true for building trades workers.

"When you go in and learn that trade, and come out of the apprenticeship program, you've got a skillset that you can take anywhere, and work for any company," Finley said. "It's even more attractive now to go into the trades and get yourself that skillset that you can take anywhere at all, no matter what happens to [a particular] company. There are other companies out there."

But some of the traditional benefits of a union career are still there too, and can also be attractive to young people. "I think a lot of what was true when I joined the building trades almost 40 years ago is still true today," said James Boland, International President of the International Union of Bricklayers and Allied Craftworkers. "There's a great sense of job satisfaction...good pay, good benefits...and of course, you don't bring a bunch of college debt to the table when you come through a union apprenticeship program."

For Kinsey Robinson, International President of the United Union of Roofers, Waterproofers & Allied Workers, the key word is "opportunity." He told the audience that there are more opportunities for skilled young people now than ever before. "If young kids learn to chemical and heat weld, they can write their own ticket," he said. "During

TAUC Hosts Historic Panel of Building Trades Leaders

Continued from Page 23

this last recession, we had no good welders out of work during that entire time. They are absolutely in demand, always.”

Several presidents also urged contractors to hire more apprentices and pay them competitive wages. Not only does it encourage more young people to join the trades, it also ensures that they will learn as much as they can from the soon-to-retire baby boomers. The exodus of so many experienced and talented craft workers in such a short timeframe poses yet another challenge for unions trying to gain market share.

“Where the contractor and customer can help us is by simply permitting on-the-job training, and not to use apprentices [as] low-wage employees,” said Ed Hill, retiring President of the International Brotherhood of Electrical Workers. “We’re running into some problems where apprentices aren’t getting enough practical experience on the job. You can’t do everything the IBEW does in a classroom setting, so we would encourage contractors to [implement] on-the-job training within reason.”

Newton Jones, President of the International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers & Helpers, said that the seasonal nature of his union’s work – mostly maintenance – makes it difficult to build up a new generation of apprentices. “It’s important, and you put everything you can into it...but we’ve found that it’s [also] extremely important to get out and recruit from those who are already extremely skilled.” He noted that one lodge in Birmingham had recently recruited 250 welders from the open-shop sector.

Aiming for the Gulf

The conversation then turned to the energy boom in the Gulf Coast. Lindauer asked the presidents to assess the incredible opportunities for

union contractors and the building trades to make inroads in the region – and also discuss the very real challenges they face.

“We have a lot of work going on down in the Gulf Coast,” reported Bill Hite, General President of the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry. “We’re in plants that we haven’t been in for 20 or 30 years.”

How is the UA doing it? Echoing the Roofers’ Robinson, Hite pointed to the importance of welding. “I always say, whoever has the welders will control the heavy industrial industry, and that’s really the truth down in the Gulf Coast. We have been using our welders and our skills to crack that door and move people in there.” He said the UA has more than 7,000 welding booths in North America and are busy training “like never before.”


“And it’s a mindset, too,” Hite said of the union’s success in the region. “We have to go in there, and we can’t worry about what happened 20 years ago.” He also said that the various building trades are ready and willing to work together in order to secure work. “I tell my people, ‘Whatever it takes to make the customer happy, that’s what you have to do...if we’re going to have any success.’ We have less than five percent market share, so there’s nowhere to go but up! We just have to get off our butts and work like hell to get that work.”

Part of that work involves figuring out some tricky logistics. “We’re trying to identify how to get the work force there,” said Joseph Sellers, Jr., General President of the International Association of Sheet Metal, Air, Rail and Transportation Workers (SMART). “Our members don’t travel like they did 20 or 25 years ago. We have the structure, the booths, the training centers, [etc.], but we’re

also trying to figure out, what will it take to get our workforce there? And how do we identify the needs and retention of a workforce in an area we haven’t been in for a while?”

Ken Rigmaiden, General President of the International Union of Painters & Allied Trades, recalled that 35 years ago, one of his union’s largest local affiliates was located right in the Houston ship channel. “We had three thousand members in that local; right now we’re at a tenth of that,” he said. “We’ve made an investment in our training program there, and working to train locally. But as Joe [Sellers] said, it’s not so easy these days to get workers to travel, especially to an area such as the Gulf Coast, where the wages might be depressed because we haven’t been there for so long.”

Walt Wise, the outgoing General President of the International Association of Bridge, Structural, Ornamental & Reinforcing Ironworkers, said that because the unions have such low density in the Gulf Coast, it’s essentially a new market. However, the area is already home to an experienced workforce, and he feels confident the Ironworkers can attract the necessary men and women it needs. The real problem, he said, is the lack of an overall strategy.

“We need more contractors to go in there and bid the work,” Wise told the audience. “I think the future in the Gulf Coast... is going to rely on crafts and contractors getting their heads together and developing a strategic plan for penetrating those markets. The opportunities are not just in the big billion-dollar projects. What those projects are going to do is create a tremendous strain on manpower, and that is going to open up a huge opportunity for maintenance in these plants, things that can generate good, sustaining work for our members and our contractors for decades.” 

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A Path Forward Through Pioneering

by JOE LASKY, JR., CSP, CHMM

AT OUR MOST recent TAUC 2015 Leadership Conference, I had the opportunity to share my mission as the new Chairman for the TAUC Safety and Health Committee: to build on the stepping stones TAUC has already established and continue our “Pioneering.” Key to the future success of our committee’s pioneering mentality is our goal to continue to expand new areas of thought, research, and development in the safety, health & environmental field.

My experience with pioneering actually started with my sons’ journeys to earn their Eagle Scout Awards. As always, in all scouting activities as well as construction, safety must come first. Our High Adventures Camps took us to camp sites in the wilderness of New Mexico, on the rough seas off the coast of Florida, and throughout the Boundary Waters of Canada. During each trip, my sons and I learned what it really takes to survive – and thrive – when odds and Mother Nature are against you.

Together we recognized a common theme threading through each adventure: In and through the challenges, fun, and rewards that go hand in hand with pioneering, there can be no substitute for prudent behavior and common sense.

Each one of us has had some experience as a “Pioneer.” Perhaps you were the first one to open an entrepreneurial business and were successful. Or maybe you were selected to lead the way for an organization or group (e.g., TAUC). Or perhaps you came up with a new idea that helped change the safety culture of your company. I envision the TAUC Safety and Health Committee as an innovator for the benefit of our industries. I am thrilled that under the guidance of my predecessor

Kathleen Dobson and TAUC Senior Director of Environmental Health and Safety Wayne Creasap, we have already begun a big pioneering step in partnering with the North America’s Building Trades Unions’ (NABTU) Safety and Health Committee to learn of new products and concepts that ultimately protect employees on the job or at home. In addition, our status as a liaison with OSHA, NIOSH, and ACCSH provides our companies with a “voice” to accept or challenge regulatory changes. We can never be satisfied with the status quo; change is inevitable and required to improve and grow.

I am proud to be a member of this elite pioneering group, TAUC. The Safety and Health Committee is looking forward to other safety professionals joining our group. A pioneer is a leader, trailblazer, forerunner, or pathfinder. Just look in the mirror every day. I have no doubt you will see a “pioneer.” I also believe that we all have the “Pioneering Spirit” engrained in us – to be one who takes chances and tries new and different things, whether they are related to work, leisure, home, or just life in general.

With a Pioneering Spirit, one lives by a different set of ideas. Pioneers question, even challenge, what appears to be impossible. I encourage my own Schreck team to look at our projects and sites in a new way, every day. They take notice of new obstacles, risks and successes, and use their own Pioneering Spirits to guide their instincts in maintaining our safety record. Such awareness and innovation can lead to change, and the newness it brings, which is ultimately a motivator for all of us.

We must continue to make safety a part of everything we do – both on and off the job. I am approaching my new responsibility as chair of the S&H Committee with this in mind,



Scout Pioneering Badge

always. I am focused on three priority areas where I believe TAUC can make the most impact.

First, we will continue to represent TAUC in key professional organizations, including:

- ANSI A10 Accredited Standards Committee
- North America’s Building Trades Unions (NABTU) Safety and Health Committee
- Center for Construction Research and Training
- Drug Free Workplace Alliance
- National Occupational Research Agenda (NORA) Construction Sector Council through NIOSH
- We also serve as a liaison with OSHA and frequently attend ACCSH and other industry stakeholder meetings

Second, I am dedicated to ensuring members understand what resources are available to make all sites as safe as possible. Falls continue to be one of the biggest killers in our industry and TAUC supports the Fall Prevention Stand Down, which recently wrapped up. This is just one example of the resources available to you as a member of TAUC. A good place to start

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What Does Our Brand Say About Us?

by JACOB SNYDER

I RECENTLY ATTENDED TAUC'S annual Leadership Conference. This year's theme was "Path Forward — Together We Can Achieve Greatness." As part of the conference, we held a Labor Committee meeting where we had the pleasure of talking with IBEW President Ed Hill and his business development team, led by Ray Kasmark.

Since the launch of its new business development initiative in 2013, the IBEW has been rethinking its overall growth strategy. It is now taking a much more active role with both contractors and customers to increase work opportunities for its members. Through a series of well-thought out actions, it has begun to change some of the business community's long-held perceptions (and misperceptions) about what it's like to work with a union.

Our discussion got me to thinking about how both labor and management sell the union construction and maintenance "brand" to potential clients. While each building trades union has a unique identity, the fact of the matter is that in many cases, they are viewed not as individual organizations but as a group. There is a strong sense of shared identity in the marketplace (and contractors are often rolled into this identity as well). So, for the purposes of this issue's article, I will focus on the idea of a complete brand for union construction and maintenance, and what we can all do to help shape that brand in positive ways.

First, let's start by defining a brand. The company Persuasive Brands offers the following definition: "A brand is a set of perceptions and images that represent a company, product, or service...A brand is the essence or promise of what will be delivered or experienced."

The company goes on to point out that brands aren't created overnight. Rather, they are developed over time through a number of repeated actions. Here are four actions that build a brand, along with some thoughts on how we stack up in each area:

1. Advertising. Generally speaking, building trades unions don't advertise who they are in a meaningful way. That's why it was so interesting to talk to IBEW leaders about the commercials they have been running during NFL games over the past few seasons. These ads have done a great job of helping establish the IBEW with their target audience, but this type of campaign is still rare for our industry. I am concerned that this lack of advertising

makes it much more difficult for us to tell our story and manage our brand.

2. Referrals and discussions among colleagues. When people in our industry get together to talk, either as colleagues or friends, they rarely focus on the success stories. Instead, all you tend to hear about is the outage that was late, the shortage of manpower on a particular job or the project with absenteeism issues. But it's important to communicate what went right on a job, too. By concentrating on the negatives, we make it that much harder to turn around and present a positive argument for our industry to potential clients. If we're not convinced we have something great to offer, the client won't be, either.

3. Quality of interactions with clients. Interactions between labor/contractors and our clients are often less than stellar. Whether it's because a contractor poorly planned the project, the local union failed to provide enough qualified workers, or employees on the job had bad attitudes, these problems have a cumulative effect on our industry's image; whether we like it or not, these incidents build and shape our brand.

4. Customer's real-life experiences using our service. According to Persuasive Brands, the most important element of a brand is the real-life experiences our customers have when they use our services. In our industry, most customers have experienced a strike, unprofessional behavior, or lack of service. Maybe these events occurred far in the past, but it doesn't matter — we still have to deal with the consequences in the present.

Consistency: The Missing Key

Despite some shortcomings, great strides have been made over the past several years to improve relationships between unions, contractors and their customers. There are some great success stories out there (like the IBEW). Also, the union construction and maintenance industry has several unique market differentiators that set us apart from the competition, including:

- Our ability to provide a local workforce anywhere in the country that receives fair wages and benefits
- Free training that is best-in-class

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What Does Our Brand Say About Us?

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- Highest quality, most productive workers in the industry
- Assist customers in the permitting and government relations arena

Taken together, these differentiators tell a very compelling story. All of the elements are there for a truly world-class brand – and yet our market share has been declining *for decades*. Why?

Well, there are lots of reasons why we have seen declining market share, including our inability to effectively execute the four actions I just listed. Further, I believe the primary reason we're not seeing more success is because our industry has failed to provide a *consistent* positive experience to customers. This could be due to a variety of reasons: poor contractor management, ineffective local leadership, “rogue” members, etc. And to be fair, it's often difficult to ensure that a job in, say, New Jersey is being run the exact same way as one in Louisiana. Differences in local conditions, workforce levels and customer demands all play a role. But the problem remains that too often, customers are not seeing our best on a regular basis, year in and year out. We are often one bad project away from being replaced.


So what can we do to create a more positive and consistent experience for our clients? I'll close with a few thoughts and suggestions:

- **Share good ideas.** At the Leadership Conference, Ken Rigmaiden, General President of the International Union of Painters and Allied Trades, joked that he has no problem “stealing” good ideas from other unions. If something works, and provides a better experience for the client, then we need to do a better job of letting our colleagues in labor and management know about it.

- **Encourage the use of codes of excellence and other performance standards.** One of the best ways to ensure that large customers experience consistent performance from union contractors and labor is to ensure that workers on every job site, regardless of zip code, are following the same standards for safety and professionalism. A UPS driver in Kansas wears the same uniform as one in Ohio – they are instantly identifiable no matter where they are. Likewise, everyone involved in union construction and maintenance should be easily recognized – not by what they wear, but by how they perform.

- **Focus on the things we can change.** We can't go back in time and undo some of the mistakes our

predecessors made, and we can't make clients forget bad experiences from twenty or thirty years ago. Instead, let's focus our energy on what we *do* have control over: ensuring that the conduct and performance of every worker on every jobsite will convince the client that when the next project rolls around, they would be fools not to “go union.” That's how you develop brand loyalty.

North America's Building Trades Union has a slogan that sums it up best: “Value on Display. Every Day.” Not some days, but every day. That's the definition of consistency. The question in my mind is, will we collectively and individually do what's necessary to live up to that promise? 



Jacob Snyder is the TAUC Labor Committee Chairman and Director of Safety and Labor Relations for Enerfab Corporation.

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The Value of National Relationships

by BILL KROEGER

AS LEO CHAIR for the past two years, I have had the opportunity to participate in all of TAUC's meetings and conferences, which bring together members of the union construction and maintenance industry from around the country. The value of meeting new people and creating what I call "national relationships" is invaluable.

At TAUC's latest Leadership Conference, this value was on full display when the leaders of nine building trades unions – with members in every state in the country – took the stage for a roundtable discussion and a question-and-answer period (see Page 23). Talk about national relationships! And the networking opportunities were fantastic too, with contractor executives, labor leaders, other association officials, owner executives, and national building trade leaders participating in the numerous meetings. Our LEO members were able to compare notes, trade ideas, expand their knowledge base, and create relationships that will help improve the quality of services they provide to their local contractors. It's one more reason why I encourage any LEO representative


We need to continue to nurture the labor-management relationships and encourage proactive initiatives that will make us more competitive.

reading this article to seriously consider becoming a part of TAUC.

TAUC is the only national organization that promotes union construction at every turn and stresses strong labor management relationships. In an article written by TAUC Labor Chair Jacob Snyder last issue (Spring 2015, Page 26 – worth the read!), he stresses the need for positive labor relations. I could not have said it better myself. We need to continue to nurture the labor-management relationships and encourage proactive initiatives that will make us more competitive and marketable against our non-union competition.

This year I accepted an invitation to attend the Iron Workers Spring

Executive Council meeting. This created an additional opportunity for networking and relationship-building that has improved our own working relationships with the Iron Workers. This opportunity would not have been possible without being part of the TAUC Board.

In closing, I would like to encourage all contractors that are awarded work in the jurisdiction of our LEO members to reach out and let them assist you in any way they can. It is the LEO members who have been cultivating the labor-management relationship for many years. Likewise, I would strongly urge all of our LEO members to provide the same top-notch service to those visiting contractors as if they were one of your own long-time members. This is one way to ensure that moving forward, we help the union construction and maintenance industry grow market share. 



Bill Kroeger is the TAUC LEO Committee Chair and Vice President of Labor Relations for the Associated General Contractors (AGC) of Missouri.

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is TAUC's safety page at www.tauc.org/safety. There you'll find more information about TAUC's various initiatives and the topics our committee is actively working on.

My third priority for this committee is tied directly to what I live and breathe every day at Scheck Industries, where we are committed to innovation, quality, and safety to achieve one ultimate goal – Complete Customer Satisfaction. My sons' scouting experiences reinforced our basic instincts to maintain personal safety through common sense. I promote the same approach every day with my crews.

Thank you for the opportunity to serve. I am honored with this new role, and am committed to listening to my

own Pioneering Spirit. I ask that you join me on our next Pioneering Adventure together.

Have a Safe Day! 



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

Government Antitrust Enforcement – A Cash Cow!

by **STEVE FELLMAN**
TAUC GENERAL COUNSEL

O ON MAY 15, 2015, the U.S. House Judiciary Committee's Subcommittee on Regulatory Reform, Commercial and Antitrust Law held a hearing entitled "Oversight of the Antitrust Enforcement Agencies." The purpose was to determine if the Department of Justice was making efficient use of taxpayer dollars.

The hearing was similar to the annual budget meetings held by a multi-division corporation. At such meetings, each division manager reports on the financial successes or failures of his division.

At the Congressional hearing, Assistant Attorney General Bill Baer reported on behalf of the Antitrust Division of the Department of Justice. Mr. Baer stated that the President's budget allocated \$165 million for the Antitrust Division in FY2016.

He said that as justification for that investment, Congress need only to look at the record of the Antitrust Division during the past year. Not only did the Antitrust Division take action to prevent anti-competitive conduct and promote free enterprise, but it also brought in revenue equal to over 10 times the \$165 million dollars asked for in the President's budget.

Whenever large companies merge or make an acquisition, they are required to get approval from the Antitrust Division or the Federal Trade Commission. To obtain such approval, the companies must make what is known as a Hart-Scott-Rodino filing and pay a filing fee. Last year, the Antitrust Division collected approximately \$82 million in such filing fees.

In addition, last year the Antitrust Division obtained nearly \$1.3 billion in criminal fines and penalties.

The numbers speak for themselves. How would your company like to have a division with an annual balance sheet showing revenue of \$1.6 billion and expenses of \$165 million? That's an annual profit of \$1.435 billion! And remember, the government does not pay tax on its "profits."

Not only is the Antitrust Division profitable, but it has also tailored its enforcement activities to focus on conduct that causes the most injury to competition. As Mr. Baer said in his testimony, "Price fixing and bid rigging stop competition in its tracks and lead to higher prices for consumers." He cited Antitrust Division attacks on price

fixing in the financial markets and bid rigging in the auto parts industry as examples of successful prosecutions that resulted in numerous criminal convictions and huge sums in penalties and fines.

Finally, he proudly pointed out that jail sentences in criminal antitrust cases are now averaging 25 months per individual.


What does this mean for contractors?

All contractors should make sure that their Antitrust Compliance Programs have been properly implemented.

Managers responsible for bidding, or who interact with competitors, should be familiar with their employer's antitrust compliance policy and should be provided with annual continuing antitrust compliance education.

Such education should emphasize that managers should not discuss the contractor's bidding intentions and practices with competitors. Specifically, managers should not discuss with competitors whether the contractor intends to bid or not bid, how much the contractor intends to bid or any matters related to the contractor's bidding practices. In addition, no contractor should agree with a competitor to submit a "friendly bid" in response to an RFP in order to ensure that there are enough bidders so that the competitor gets the job.

As shown by Assistant Attorney General Bill Baer, antitrust enforcement is a cash cow for the government. Contractors already pay enough taxes. You must maintain your Antitrust Compliance Programs to avoid potential massive damage actions, civil penalties and possibly even criminal exposure.

TAUC has adopted an Antitrust Compliance Program. Copies of the Program are available without cost on the TAUC website at www.tauc.org/antitrust. 



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



ARE YOU TAUC GM MATERIAL?

The weather is getting warm and that means one thing: baseball is back! Around the league, general managers are busy putting together what they hope will be winning teams.

Here at The Association of Union Constructors (TAUC), we have our own GMs – Governing Members, those who choose to step up and take a larger leadership role within the organization. TAUC is very proud of our Governing Members – and we want you to consider joining this special team-within-a-team.

Join Now & Participate in Upcoming TAUC Committee Meetings!

August 20, 2015, Baltimore, MD

Go to www.tauc.org for more info

Governing Members give their time and energy – and in return receive the following benefits:

- Eligible to serve on TAUC Board of Directors
- Eligible to chair TAUC Committees & Task Forces
- Have full voting privileges at TAUC meetings
- Receive special discounted rate for TAUC Leadership Conference
- Participate in all TAUC educational webinars free of charge
- Obtain labor relations assistance from TAUC staff
- Have opportunity to be considered to serve as NMAPC management representative
- Signatories to 10 or more NMAPC agreements receive a discount of up to \$3,200 per year on administrative fees

Don't delay – become a TAUC Governing Member Today!

Contact: Todd Mustard

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