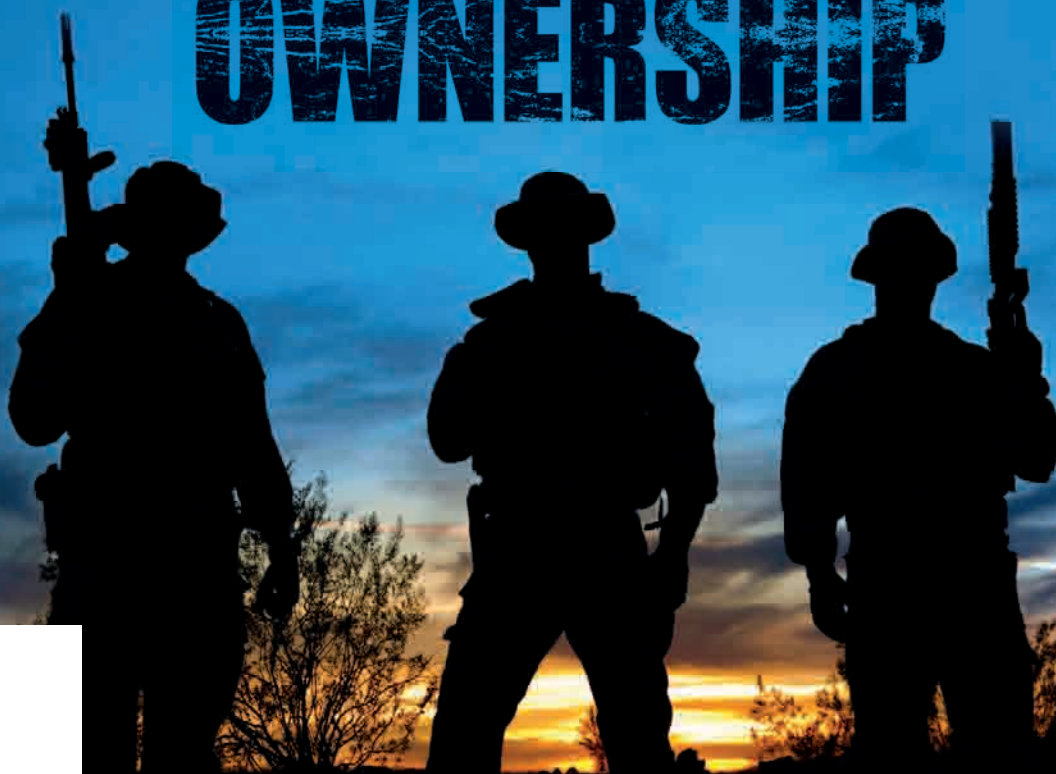


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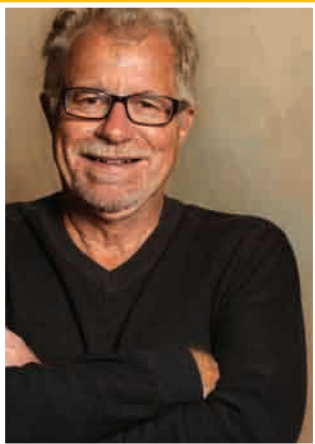


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Celebrate Excellence... and Fight Complacency



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

***I continue to be
impressed with the
sheer number and size
of the projects where
zero injuries are being
recorded on a
regular basis.***

I RECENTLY HAD THE pleasure of attending the annual NMAPC Zero Injury Safety Awards Gala in Washington, D.C. (see p. 16). As usual, the venue — the National Building Museum — is amazing, and the hospitality is top notch. I always enjoy catching up with friends and colleagues from the contractor, owner-client and labor organizations that make up our great industry.


I continue to be impressed with the sheer number and size of the projects where zero injuries are being recorded on a regular basis. I also have noticed over the years that many of the same companies are winning awards year after year, showing that it is not just a fluke on one project, but a true commitment to safety and part of the companies' cultures. One of my favorite aspects of the awards ceremony is that each project is represented by all three members of the tripartite team. An award is not only given to the contractor for the project, but also to the local labor organizations and the owner. Why? Because it takes all three parties working together to achieve these results.

While we should all be proud of this year's winners, we also can't forget that 874 people lost their lives working in construction in 2014. What is more disturbing is that that number represents a nearly 6% increase from the year before, and it is the third year in a row that the number of fatalities in the construction industry has increased. Now, I understand that while the number of fatalities has risen, the fatality *rate* has dropped, but I am sure that fact is of no consolation to the families and friends of the workers who lost their lives.

I don't bring this up to take away from the fantastic achievements being made in our industry regarding safety. I bring this up for two important reasons. First, we must continually fight complacency. It would be easy to come away from the ZISA program thinking, "We've got safety under control." As I continually reinforce within our company, our safety record is only good through yesterday. We have hundreds of employees at risk again today. You never fully achieve safety; it is a continual effort that requires our constant focus.

Secondly, we can get so focused on numbers and incident rates that we forget those digits represent real people with real families getting hurt or, in some cases, leaving for work in the morning and never returning. We owe it to those workers and their families to continue to do everything we can every day to keep them safe and send them home to their families.

This is not just the contractor's responsibility or the union's responsibility or the owner's responsibility. We are *all* responsible. The only way we will achieve this goal is by continuing to work together to make our worksites safe and provide the necessary tools and protection to perform the work safely and convey a culture of "safety first" on all of our projects. The ZISA awards are certainly a testament of what is achievable when we do work together. We just have to ensure that we continue the effort after the awards are delivered and placed on the shelf.

Congratulations again to all of the ZISA award winners. Thanks for all of your efforts and showing everyone that zero injury is indeed possible, and should be expected. 

Feds to Hold Execs Responsible for Corporate Wrongdoing

by **STEVE FELLMAN**
TAUC GENERAL COUNSEL

AS MAJOR CONTRACTORS involved in large commercial and industrial construction projects, TAUC member contractors are regulated by multiple federal, state and local government agencies.

On the federal level, contractors have to deal with agencies such as EPA, OSHA, NLRB and the Department of Justice (DOJ), just to name a few.

Good corporate governance practices require that contractors develop and implement regulatory compliance programs to ensure that the practices of the corporation meet all regulatory compliance requirements. But, as we all know, it is often difficult to control what happens in the field. In some organizations, the further you get from the home office, the greater the tendency for field operators to use some “flexibility” when applying corporate mandates.

As a result, there may be less than 100% compliance with some of the corporate compliance guidelines.

In some companies, management may take the position that the job has to be done on time and within budget – even if that means ignoring some of the company’s own compliance requirements. Management may think that if a regulatory agency starts an investigation, the company might end up having to pay a small fine – a blip on the radar screen compared to the bonus the company will receive for finishing the job on time and under budget.

In the past, many corporations have found that federal regulatory agencies don’t want to spend a lot of staff time and money litigating major enforcement actions. Federal agencies usually will negotiate a settlement requiring the corporation to plead guilty, adopt some remedial action,

Continued on Page 30

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We Are All Owners

by STEVE LINDAUER

WHENEVER I MEET someone from outside the industry and they ask what I do for a living, I usually start by explaining our unique tripartite system of contractors, union labor and owner-clients, and how we all work together cooperatively to advance our mutual interests. Nothing controversial there; it's a quick, simple way to educate folks about union construction and maintenance as it exists today.

Lately though, a couple of experiences have prompted me to wonder if we should reconsider the way we describe ourselves and our respective roles in the industry.

The first was this year's NMAPC Zero Injury Safety Awards Gala (see Page 16). We gathered in Washington D.C. to honor 112 tripartite teams for working more than 19.8 million injury-free work hours. Once again, we made a point of distinguishing between contractors, labor and owners. It makes sense; after all, each has a distinct role to play within the tripartite system. But let's move beyond the literal definitions for a moment. As I helped to present each award, I realized that everyone on stage with me was, in a sense, an owner. The contractors and labor reps "owned" an equal share of their zero-injury accomplishments, as did the actual owners of the physical facilities. Taking it a step further, every single apprentice, journeyman, foreman and apprentice who worked on the jobsite "owned" the achievement too. They made it a priority — i.e., they took ownership — to ensure everyone followed proper safety procedures day in and day out.

Coincidentally, shortly after the Awards Gala I picked up a new book entitled *Extreme Ownership: How U.S. Navy SEALs Lead and Win* by Jocko Willink and Leif Babin, two highly

decorated former SEAL officers who served in the Iraq War. As you'll learn from our exclusive interview with one of the authors in this issue (see Page 10), "Extreme Ownership" is defined as a mindset in which you "take responsibility for *everything* that is happening in your world that affects your mission, whatever that may be." In other words, a leader owns it all — the good stuff (like achieving zero injuries), but also the failures. *Especially* the failures. There are no excuses; like it or not, you are an owner, because anyway you cut it, you own the results.

This message really struck a chord with me. "Extreme Ownership"

***A leader owns it all —
the good stuff
(like achieving zero
injuries), but also
the failures.***

essentially requires leaders to take full responsibility for the shortcomings of their teams. No more "passing the buck." For instance, if the junior-level guy in your company failed to estimate a bid correctly, it's your fault for failing to train him properly or provide proper directions. If a big project goes over budget, it's not the field supervisor's fault; it's yours for failing to work more effectively with your team to ensure a positive result. By taking ownership, you push yourself to improve your leadership and planning skills. At the same time, your attitude engenders the respect of your employees, and they end up adopting the same no-excuses approach to *their* responsibilities.

They become "owners" too, which in turn makes the entire organization stronger.

This concept can also be applied to other situations. Trigger warning: I'm about to step on a few toes here.

For the past few years, I've been hearing the same complaints from union contractors and building trades reps: energy companies are swooping into the lucrative Marcellus Shale region by the dozens, but most refuse to hire local union workers, insisting instead on bringing in their own non-union crews from other parts of the country. It's incredibly frustrating for our guys. Here they are, with the biggest energy find of the century right in their own backyard and the local union men and women ready and eager to work. And yet the big gas companies continue to tell them, "Thanks but no thanks, we'll supply our own crews."

What a rotten situation. It's not fair. It's not right.

But you know what? According to the Extreme Ownership model, the energy companies aren't to blame. It's *our* fault — the contractors and building trades in the area, and our industry as a whole.

What? How? Why?

I'm not asking you to agree or disagree with me. Just conduct this thought experiment. Look at it through an Extreme Ownership lens. What would happen if we, as an industry, took responsibility for failing to win this work? What would that look like? What would it sound like?


Imagine if the CEO of a union contracting company in the Marcellus stood up in front of his employees after losing out on a big project and said the following:

"I obviously didn't do a good enough job convincing these companies that we can help them complete their projects more safely, more cheaply and more effectively. I need to do a better job of understanding their concerns and why they prefer to bring in their own crews. I need to look at the situation through their eyes. What concerns do they have about using union contractors? They obviously think they're doing the right thing for their companies; they're here to make money, not to make our lives more difficult. So I'm going to go back to the drawing board. I'll take some of these energy guys out to lunch and figure out how we can do a better job on the next bid. I encourage everyone to speak up and be a part of this process — if you have an idea, I want to hear it. I'm not going to give up."

Now imagine if *every contractor and local business manager in the Marcellus* said this to their employees and fellow craft workers. Imagine if *every foreman* said something similar to their crews.

Sound impossible? Now think back twenty years ago: zero injuries sounded impossible then, too. But we made it work. How? By taking ownership of the problem, and by not giving up until we had completely transformed our industry's culture and built the momentum to boldly move in a positive direction.

At times, blaming owners may make us feel better, and it's a good way to blow off steam, but it won't change the facts on the ground. Neither will pointing fingers at

everyone but ourselves. We can choose to whine about it, or we can choose to own it — and then get to work figuring out a solution. 



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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You've Lost That Lovin' Feelin'

by MARK BRESLIN

AS HUMAN BEINGS, we need a few essential things to keep us healthy and happy: care, consideration and, most importantly, “that lovin’ feelin’.” In other words, we want to be respected and acknowledged by those around us for who we are and what we do. What happens when you lose any of these things, especially the lovin’ part? Just ask the Righteous Brothers.

This principle holds true everywhere, especially in the workplace – although I don’t recommend you *literally* discuss your “lovin’ feelings” with your employees. Instead, you need to engage with them and provide constructive feedback about their performance so that everyone (including you) comes out ahead in the end.

We work in an industry that often does a marginal job at providing people the information they need to grow and improve, especially from the superintendent level on down.

As the year draws to a close, I have the pleasure/responsibility/obligation of putting in a lot of hours preparing for the annual performance evaluations of my key leaders and employees. It’s not one of my favorite tasks. It’s time-consuming and sometimes feels like a school assignment. But it is absolutely critical that I give key people a lot of opportunity to talk about their concerns, needs, issues and challenges.

They also deserve to hear *exactly* what I expect and where they need to “up their game.” And ultimately, if I don’t do it, then I’m failing as a leader. Why? Because as the boss, I’m responsible for the health and happiness of my people. It’s up to me to ensure they *feel the love*.

We work in an industry that often does a marginal job at providing people the information they need to grow and improve, especially from the superintendent level on down. Instead, we substitute a bonus and a slap on the back for specific feedback on performance – or, worse yet, we nurse our frustrations and grudges about a specific worker’s failings until we’ve finally had enough and “86” their sorry ass.

In short, we don’t always provide a foundation of constructive feedback, criticism or praise in accordance with what the employee spends 2,000-plus hours a year doing. We don’t listen enough. We don’t actively manage human capital as well as we do a crew truck.

So what can we do to keep that lovin’ feeling going and create a win-win for both supervisors and employees? Here are three recommendations:

1. Create a career path plan for everyone down to the foreman level. If you want to not only develop, but retain talent in the Generation X and Y age range, you must have a career plan that is developed and monitored on an ongoing basis. This plan will serve as the blueprint for their advancement and the central focus of discussions. Also, make the employee responsible for part of their plan. This requires a proactive engagement and understanding of self on their part, not a dependent, paternal, employer-employee relationship. Plus, remember that Gen Y employees “don’t know what they don’t know” yet – they need a series of lessons in self-honesty. My best contractor clients are doing this. By being proactive leaders, they are not only attracting the best talent



“Did you happen to see that little note I left about your evaluation?”

– they’re also retaining that talent, even when more money is offered by a competitor. Love is in the air.


2. When doing evaluations or providing constructive feedback, ask more than tell. A great feedback loop that leads to love (at home or work, for that matter) is one where you ask more questions than you give information. Listen two times more than you talk. You are trying to find out exactly what the employee is thinking and feeling so you can meet them as close to where they are as possible. Don’t assume you know.

3. Consider “macro” love data. I have our employees fill out a workplace assessment on how they feel about working with and for us. They rate the organization on ten different criteria including teamwork, transparency, ethics, leaders “walking the walk,” silo thinking

and action, training opportunities, decision-making autonomy and more. These are ranked, then communicated and discussed openly. What are we really good at? Where are we failing to secure the love and loyalty? What are we prepared to do better or differently? You cannot be afraid to ask just because you might get an uncomfortable response (and you will – count on it). Too many leaders prefer to project their own view onto their people and organizations. But these views often don’t match up quite as accurately to reality as the leader would imagine. I don’t take it for granted. To secure the love, you can’t let your ego get in the way.

My Executive Assistant worked for three Fortune 1000 CEOs before me. When I asked her why she left her last job, she told me that she never got any feedback. She was well paid, well respected and had a great

situation. She left anyway. She lost that lovin’ feelin’. I never forgot what she told me.

If you aren’t checking in with people and giving them what they need, then they will find someone else to do it for them. This is *especially* true of both Gen X and Gen Y talent in our industry. And if you’re one of those leaders who’s not really into providing feedback, then you better get used to a lot more turnover in your organization. Don’t find yourself singing the same sad old song. 



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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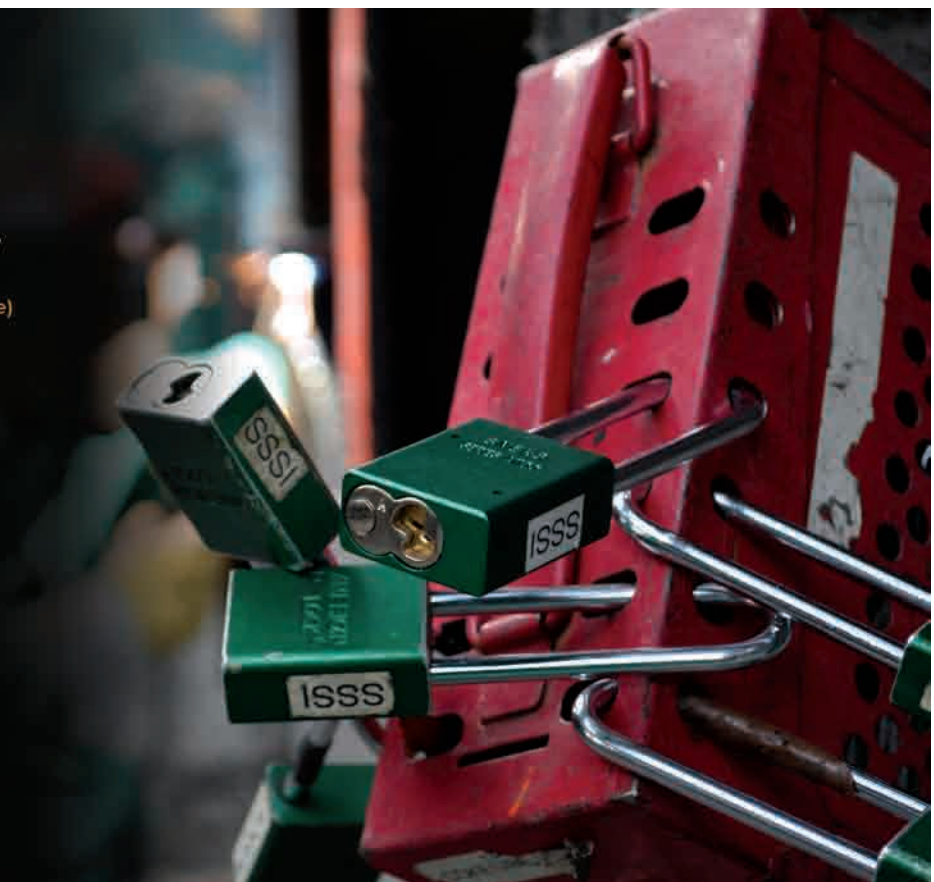
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EXTREME OWNERSHIP

How Contractors Can Lead Like U.S. Navy SEALs



LEIF BABIN

SEALs from Task Unit Bruiser on patrol
on the outskirts of Ramadi, Iraq.

W

HAT CAN UNION contractors learn from battle-hardened warriors? Much more than you think.

U.S. Navy SEALs are considered the elite of military units worldwide, recognized for their ability to take on the most difficult, seemingly impossible missions and win. But what is the key to their success? What are their guiding leadership principles? And more importantly, how can we apply these principles to the union construction and maintenance industry to help everyone succeed?

The new book *Extreme Ownership: How U.S. Navy SEALs Lead and Win* (St. Martin's Press) provides the answers. Two combat-proven U.S. Navy SEAL officers, who led the most highly decorated special operations unit of the Iraq War, demonstrate how powerful SEAL leadership principles apply to business and life.

Both recipients of the Silver Star Medal, Jocko Willink and Leif Babin led SEAL Team Three's Task Unit Bruiser, a team of exceptional warriors that included the American Sniper, Chris Kyle. Through months of heavy combat in the Battle of Ramadi, Task Unit Bruiser delivered extraordinary impact and played a key role in that pivotal U.S. military victory. In *Extreme Ownership*, Babin and Willink share gripping, firsthand accounts of heroism, tragic loss, and hard-won victories. They demonstrate that leadership—at every level—is the most important factor in whether a team succeeds or fails. After leaving the SEAL Teams, Willink and Babin entered the corporate world through their company, Echelon Front (www.echelonfront.com), which teaches civilian teams how to apply their SEAL leadership principles and dominate the business battlefield.

The Construction User recently sat down with Jocko Willink to discuss what "Extreme Ownership" means — and how it can make anyone a better leader. Jocko spent 20 years in the U.S. Navy SEAL Teams, starting as an enlisted SEAL and rising through

Extreme ownership means you don't make any excuses for failures or problems and you don't cast blame on other people. You take responsibility for everything that is happening in your world.

the ranks to become a SEAL officer. During the battle of Ramadi, he orchestrated SEAL operations that helped the "Ready First" Brigade of the U.S. Army's First Armored Division bring stability to the violent, war-torn city.

This interview was conducted by Executive Editor David Acord on November 5, 2015.

Can you explain what you mean by Extreme Ownership?

Jocko Willink: Extreme Ownership is really a mindset, an attitude. It can be used by leaders and people in non-leadership roles. Extreme ownership means you don't make any excuses for failures or problems and you don't cast blame on other people. You take responsibility for *everything* that is happening in your world that affects your mission,

whatever that may be. You identify problems, find solutions and then take responsibility for implementing those solutions. If I had to boil it down to two words: "No excuses."

How did your experiences in the Iraq War inspire you to create the Extreme Ownership idea?

Willink: The idea really came from the way I was raised up and trained in the SEAL team by the old Vietnam veterans. These leaders already had the attitude I just described. It crystallized for me during my deployment to Ramadi, Iraq in the midst of some really tough situations where things went wrong. As a leader in charge of troops in combat, I realized more than ever that I needed to take complete ownership of everything that



Two SEALs from Task Unit Bruiser maneuver through a narrow alleyway during a clearance operation in Ramadi, Iraq.

TODD PITMAN



Extreme Ownership Authors Jocko Willink (left) and Leif Babin.

happened on the battlefield, especially when something went wrong. So that's kind of where the idea was shaped.

When we came back from that deployment, Leif and I moved into positions in the SEAL team where we were conducting leadership training. Leif was training junior leaders coming out of the basic SEAL training course, and I was training SEALs in the advanced block who were getting ready to deploy to Iraq and Afghanistan. That's where I constantly saw Extreme Ownership in action. The good leaders would have something go wrong during a training mission. Rather than whining or complaining about the results, they would come back and say, "I didn't brief the guys well enough. I didn't come up with a good enough plan. I didn't connect with the guys and show them exactly what was expected." And the members of their platoons would start acting the same way, taking responsibility for mistakes. The culture spread to everyone down the chain of command: "It wasn't your fault, boss, it was my fault!" At the end, those platoons were filled with people dedicated to solving problems.

I also saw the opposite, as well. We'd have leaders who would come back after a bad training mission and say, "My guys did X and Y wrong, the

new people don't have enough experience, the training scenario wasn't realistic," etc. And the same thing happened down the entire chain of command: no one would take responsibility for anything that happened. And if no one's taking blame for what's wrong, who's going to fix the problem? No one! And those were the guys who would end up failing and sometimes getting fired.

When did you realize these Extreme Ownership principles would work equally well in the business world, especially the construction industry?

Willink: Before I retired from the Navy, a CEO from a company asked me to brief his senior executives about combat leadership. I said, "No problem," and I basically declassified the SEAL leadership brief that I would give to all the SEAL leaders who came through my training course and presented it to the executives. As soon as I finished, they asked me to come back and train another division. It soon became very obvious that the same principles we learned in combat were directly applicable to businesses of all kinds.

When you break it down to its most basic level, leadership in military and the business world is the same. You have to get a team to unify behind a plan, a mission, and make sure they execute that mission efficiently and effectively. That's what leadership is. It doesn't matter if you're leading someone on a construction project or going out and killing bad guys. The principles remain the same.

It's important to keep in mind that everyone thinks that in the military, guys are like robots: all you do is give them an order, and then they go execute that order without hesitation or question. If that was the case, being a military leader would be the easiest job in the world. But that's not the reality. In the SEAL Teams, you're leading people who are very smart

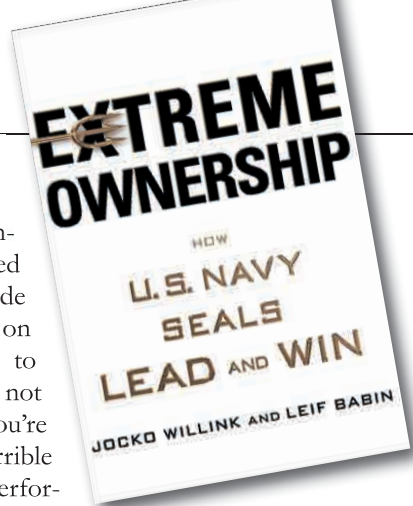
and creative, and they're going to challenge your ideas and your plans. You're taking a group of diverse people with different goals and motivations. You can't just give orders—you have to actually lead. And guess what? It's the same thing in the civilian world.

I'm sure you've had executives tell you, "Look, all of this sounds great, but if I take ownership of this huge problem we're having at my company – if I take the blame – they'll fire me."

Willink: Well, first of all, it goes back to my example of the bad leaders who came through my SEAL training course. If you don't take ownership of a problem, who's going to solve it? No one. And if you're in a leadership position and you don't take ownership and get it fixed, you're going to get fired anyway. The way you solve problems is to take ownership of them, figure out a solution, then step up and implement it.

But if a leader takes the fall for everything that goes wrong, all the time, won't that weaken the incentive for his or her employees to do their best? If they know the leader will always take the heat, won't that chip away at their motivation?

Willink: While you might think that would happen, it doesn't. That scenario fails to take into account the way people actually interact with each other. People respect a leader that takes ownership. When you as a leader start taking ownership, that attitude doesn't stop with you. It actually spreads throughout your entire chain of command, through all the people that you work with. Instead of becoming less motivated to do their best, they actually become more motivated.



I'll give you an example. Let's say you worked for me, and you made a bunch of mistakes on something. I come up to you and say, "You're not doing a good job, you're a failure, you're a horrible loser." What kind of performance would you deliver for me in the future?

Terrible.

Willink: Of course. But what if I came to you and said, "Listen, you had this thing happen, and it's my fault. I obviously didn't plan it well enough. I didn't give you the tools or training you needed. It's on me, and I want to do everything I can to make sure that it doesn't happen again." Are you going to support me and work harder going forward?

Without a doubt.

Willink: Sure, every once in a while you might have someone who just doesn't want to work hard for anybody. But most people want to do a good job. They want to have a good reputation at work, build their careers, support their family, pay their mortgage. As their leader, if you lead with the attitude of "It's my fault this went wrong," people don't say, "Yeah you're right, screw you." It just doesn't happen. They say, "You know what, boss, I should have done a better job. I should have went out there and got the equipment I needed and handled it myself." They will literally say those things, and that's the difference. Leif and I have seen this over and over again in both the SEAL Teams and in the business world.

For many people, adopting the Extreme Ownership mindset will require radical changes in how they think, work and respond to problems. It's not going to be easy. How do you recommend people start?

Willink: The biggest hurdle in implementing Extreme Ownership is a person's own ego.

Everybody has an ego. Everybody gets defensive when they are told they've done something wrong. I spend all of my time talking about this and teaching it, but when somebody comes up and criticizes my performance, even I feel my ego bristle. I have to put myself in check and say, "Wait a minute, this person is trying to give you feedback so that you can improve."

Nobody wants to take the blame when things go wrong. It's counterintuitive for a human being to step up and say "This is my fault." Sure, they might be afraid of getting fired or getting blowback from other people in the company, but the real reason is their ego.

So the biggest thing you have to do is put your ego in check and accept responsibility when things go wrong. If you never take criticism or accept responsibility, it's absolutely impossible to improve and get better at your job.

What are the benefits that the Extreme Ownership concept offers? How do people's jobs and careers change when they commit to this new path?

Willink: As we just discussed, on a company level, a team level, the amazing thing is that when one person develops the Extreme Ownership mindset, it spreads to other people. What you end up with is a team where every member — from the top-level executive to the front-line personnel — all have the same attitude and are moving forward together. When you have a team where every single person is a problem solver and solution finder, it completely changes the nature and culture of that team, and you end up with an organization that

is infinitely more effective, efficient and cohesive.

Extreme Ownership can also have a powerful impact on job-site safety.

Willink: Absolutely. At Echelon Front, we do a fair amount of safety briefs for companies. I would say that once again, safety boils down to leadership. How do you get people to do the safe thing? You don't want them following a safety rule just because their boss told them to. You want them to understand *why* they're doing it, what they are risking personally if they don't do it, and you want to make sure they understand the costs of an unsafe environment — how it impacts the company's reputation and their financial stability. When you can do that, people realize that safety isn't just another order they have to follow. Instead they understand why the procedure is in place, what it's designed to prevent, and how it helps both the individual and the company as a whole. Safety, like any mission, is about leadership at every level, from the top of the corporate structure, to the front lines with boots on the ground—they all make it happen.

Thank you very much for your time.

Willink: Thank you. 

Jocko Willink and Leif Babin wrote the *New York Times* best-selling book *Extreme Ownership: How US Navy SEALs Lead and Win*, which is available wherever books are sold. They are also available through their company Echelon Front to conduct training and keynote speeches on how to build and lead winning teams that operate safely, effectively, and efficiently. Visit www.echelonfront.com for more information.

The Productivity Solution

by JACOB SNYDER

AS THE UNION construction industry continues to evolve, contractors find themselves facing a variety of challenges: manpower issues, non-union competition and lower profit margins, to name a few. They must tackle these problems and, at the same time, struggle to satisfy customers who are primarily concerned about cutting costs. This is a difficult scenario, to put it mildly. But what if I told you there is one thing you, as a contractor, can do to solve all of these problems?

The solution is to increase worker productivity, and the way to do it is through teaching our management teams how to motivate their workforces. This sounds simple, but it's not. And while it will take a commitment involving time, training, and money, this approach may just be the difference between your company growing or dying. There is no arguing that an engaged and motivated workforce is more productive, but accomplishing this goal will take work.

The concept of motivating employees has been around for decades, and the data is there to demonstrate the productivity improvements of an engaged workforce. However, the answer about how to motivate and engage employees is much more complicated. In 1960, Douglas McGregor wrote a book called *The Human Side of Enterprise*. This book discusses what motivates people and why. It lays out two theories of management he calls Theory X and Theory Y. A brief outline of these theories is below.

Theory X

- Management is responsible for organizing money, materials, equipment and people.
- Management must direct people's efforts, motivating them and controlling their actions. Otherwise, people will be passive and even resistant to doing what needs to be done. We often sum it up by saying that management consists of getting things done through other people.
- The average worker, by nature, isn't very bright. He or she wants to work as little as possible, lacks ambition, is resistant to change, doesn't like responsibility and would prefer to be led by others.

Theory Y

- Management is responsible for organizing money, materials, equipment and people.

- People are not by nature passive or resistant to organizational needs; their experience working in companies has made them that way.
- Every worker has within them the capacity to be more motivated and assume more responsibility. It's up to management to arrange work conditions and methods of operations so that people can achieve their own goals best by directing their own efforts toward organizational objectives.

Take a moment and think about the managers you've had in your career. The Theory X approach of managing people has been prevalent for a variety of reasons, including our view of people's intentions and our supervisors' lack of understanding of management concepts.

If your company is like ours, you get most of your supervisors from the craft ranks. This approach is great, because these folks bring a wealth of knowledge about how to build projects as well as a keen knowledge of the workforce. However, when most of our "future supervisors" were coming up through the ranks, they weren't taking psychology or management classes; they were learning how to rig or weld. Their only experience with motivation in the workforce is based on how their previous bosses treated them, and history tells us that Theory X was prevalent. McGregor notes that the difference between these theories is the difference between treating people as children and treating them as mature adults.

As we look at ways to motivate our workforce and increase productivity, it is important to remember that we are after long-term motivation (i.e., for the duration of a project), not short-term motivation. Short-term motivation can be solved by things like paying more money or offering incentives. These are the kinds of things that will get people to a job and sometimes may be necessary. However, long-term motivation is something that is internally driven and is about commitment to the cause. People want to be part of something bigger than themselves and it is management's job to help them fulfill that need. So while money may get someone to your jobsite, it is not going to inspire them to achieve the organization's goals.

Below are five ways that contractors can better motivate their workforce. However, none of these are achievable without frontline supervisors who are committed to improvement and trained to implement these initiatives.

1. Communicate Expectations – This starts with sharing the big picture and setting objectives. Motivated employees want to understand what they are doing and

why, so tell them. The projects we take on are important because they often provide power to homes, establish medical facilities to treat illness, or grant means of access through infrastructure. This may seem like common sense, but let people know why the project is important to society. Also, discuss why the project is important to the owner and how great performance will lead to future opportunities. Further, set some objectives regarding project performance, conduct and safety. Publish and discuss these objectives on a regular basis. The military does a great job of communicating the mission in order to garner commitment from the troops; make sure you do the same thing with your workers.


2. Challenge Employees – Most people are motivated by the chance to perform. One way to do this is to set daily and weekly goals for productivity and track them. We as contractors often do this internally, but then the information is never shared with our crews. Publish goals and progress in break areas, discuss them in end-of-shift meetings, and maybe even have a competition between crews. Whatever you do, remember that people want to achieve goals. This same theory applies to safety. Don't just challenge your crew to work the project safely; challenge them to work safe that day and to try and find three ways to improve safety or avoid incidents on the job as well.

3. Listen To and Involve Craftworkers – It is easy for our management teams and foremen to go out in the morning and simply give orders to the crew. However, there is much benefit that can be gained from involving our crews in the process of planning and execution. Asking for input does two things. One, it gets the employees engaged in the mission and makes them a part of it (people are always more excited about work if they are executing their own idea). Two, the employees we hire often work on multiple projects for multiple owners and contractors, so they may know a better way to do something. However, if they aren't asked, they will just go along and follow orders.

4. Recognition – It is imperative that we recognize performance. This doesn't mean money; this is about satisfying people's need to feel valuable, and most people feel great satisfaction when they are recognized by others for the work they do. This can involve a certificate, recognition in morning meetings, or just a one-on-one conversation with management letting the employee know that they are appreciated and that what they have done has made a difference. If someone catches a safety hazard, or shares knowledge of a new tool that improves a process, make sure they are recognized.

5. The Golden Rule – This concept is about as simple as it gets, but is all too often forgotten. Treat others as you

want to be treated. This means addressing concerns like clean, climate-controlled break areas, clean restrooms and asking for input and assistance rather than barking orders. This is about the little things that make a workplace better. Because of the nature of our business, where the employees often come and go, it is easy to think of them as just another tool or a means to an end, rather than as members of the team who have human needs and emotions.

I know that after reading all of this, some people will view my suggestions as unrealistic. But remember: at its core, this business is a people business. We are not making widgets; we are providing human resources to accomplish great tasks that move our country forward. If the primary function of your business is managing labor, isn't it worth considering the possibility that finding new ways to motivate your workers could transform your business? 



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

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- What Should Your Insurance Broker Do for You?
- Driving Safety and Results in Your Fab Shops
- AISC: Erector Certification Update
- Risks and Rewards of Running a Construction Business
- Metal Building Markets and Opportunity
- Risk-Based Planning Focusing on Crane Assembly & Disassembly
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- Understanding Contract Terms & Conditions that Can IMPACT Your Risk
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15th Annual Zero Injury Safety Awards®

Celebrating More Than 19.8 Million Injury-free Work Hours



BMWC Constructors, ExxonMobil and the Will and Grundy Counties Building Trades Council received the top Gold Star award for 1,165,181 injury-free hours worked at the Joliet, Illinois Refinery.

WASHINGTON, DC - The National Maintenance Agreements Policy Committee, Inc. (NMAPC) is pleased to congratulate the winners of the 15th Annual Zero Injury Safety Awards® (ZISA®), the premier safety recognition program in the union construction and maintenance industry.

The ZISA® Gala was held on Thursday, October 22 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, 112 winning tripartite teams were honored, including one team that worked together under the auspices

of the National Construction Agreement. Altogether, the 112 winning teams accounted for more than 19.8 million injury-free hours worked in calendar year 2014, bringing the grand total of injury-free work hours recognized to more than 182 million since the ZISA® program began fifteen years ago.

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 sole Gold Star Award went to BMWC Constructors, Inc. (contractor), ExxonMobil (owner-client) and the Will and Grundy Counties Building

**Olympic Gold Medalist Jim Craig**

Trades Council (labor) for performing 1,165,181 injury-free work hours at the Joliet Refinery in Joliet, Illinois.

Another top team was The State Group Industrial (USA) Limited (contractor), Alcoa Inc. (owner-client) and the Southwestern Indiana Building Trades Council (labor). This tripartite alliance was awarded the top ZISA® Silver Star Award for performing 965,566 injury-free work hours at the Warrick Generating Station in Newburgh, Indiana. Six other tripartite teams also received Silver Star Awards, which are given to projects that have documented between 500,000 and 999,999 hours worked without a recordable injury.

This year's top award in the Bronze Star category, for injury-free projects between 200,000 and 499,999 hours, went to BMW Constructors, Inc. (contractor), Northern Indiana Public Service Co. (owner-client) and the Northwestern Indiana Building Trades Council (labor) for 488,230 injury-free work hours performed

at the Bailly Generating Station in Chesterton, Indiana. Eighteen other tripartite teams also received Bronze Star Awards.


The Certificate of Merit category recognizes projects that have documented between 50,000 and 199,999 work hours performed without a recordable injury. This year's top Certificate of Merit winners were McCarl's Inc. (contractor), NRG Energy, Inc. (owner-client) and the Johnstown Building Trades Council (labor) for performing 190,346 injury-free work hours at the Conemaugh Generating Station in New Florence, Pennsylvania. Eighty-four other tripartite teams also received Certificates of Merit.

To view and download award pictures from this year's Gala, go to www.zisa.org/photos.

Gold Medal Principles

This year's ZISA® keynote speaker, whose appearance was made possible by the sponsorship of Chellino

Crane, was Jim Craig, widely known as the heart and soul of the 1980 U.S. Olympic Hockey team. The "Miracle on Ice" victory for the United States over the vaunted, seemingly unbeatable Soviet Union team is largely regarded as one of the most extraordinary sports victories of all time, and the team's success is attributed to exceptional teamwork.

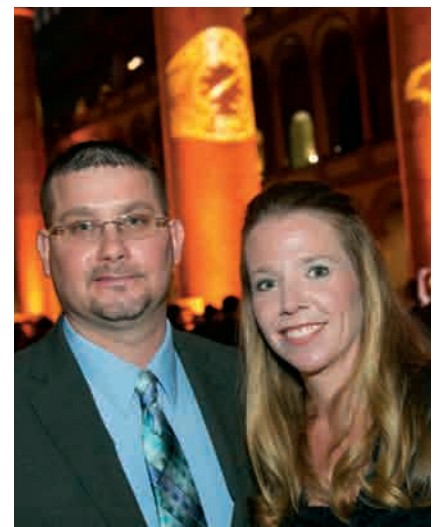
Jim, who played goalie on that historic team, parlayed his incredible work ethic and determination into an impressive sales career spanning over 30 years. He kept the ZISA® Gala crowd spellbound with stories from the Olympic games and throughout his life. He emphasized that the essential teamwork principles that allowed his team to capture gold can be translated into successful methods for the union construction and maintenance industry, as well. Jim congratulated all of the ZISA® winners, and said he was truly impressed by how hard everyone in our industry has worked to achieve zero injuries. 



To view and download award pictures from this year's Gala, go to www.zisa.org/photos.



Snapshots from the 2015 Zero Injury Safety Awards® Gala

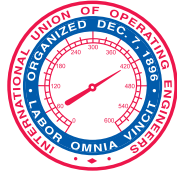






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NMAPC Zero Injury Safety Award® Winners

Zero Recordable Injury Certificate of Merit

Solid Platforms, Inc.
Duke Energy Corporation
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Southern Office
50,163 Work Hours
William H. Zimmer Station
Moscow, OH

Somerset Steel Erection Company, Inc.
NRG Energy, Inc.
Johnstown Building Trades Council
50,491 Work Hours
Homer City Generating Station
Homer City, PA

AmQuip Crane Rental LLC (NACA)
Otter Tail Power Company
Operating Engineers Local Union No. 49
51,233 Work Hours
Big Stone Power Plant
Big Stone City, SD

Conti Electric Inc.
General Motors Company LLC
IBEW Local Union No. 429
51,830 Work Hours
Spring Hill Manufacturing Facility
Spring Hill, TN

Matrix North American Construction Inc.
Enbridge Energy Company
Michigan Building Trades Council
51,836 Work Hours
Stockbridge Terminal
Stockbridge, MI

Atlantic Plant Services, Inc.
Procter & Gamble Fabric and Home Care
Carpenters Local Union No. 372
51,839 Work Hours
Lima Plant
Lima, OH

Atlantic Plant Services, Inc.
ExxonMobil
Insulators Local Union No. 17
51,956 Work Hours
Joliet Refinery
Joliet, IL

Scheck Industrial
Ameren Corporation
Boilermakers Local Union No. 27
52,591 Work Hours
Portage Des Sioux Power Plant
St. Louis, MO

Aristeo Construction
Ford Motor Company
Michigan Building Trades Council
52,649 Work Hours
Livonia Transmission Plant
Livonia, MI

Enerfab Power & Industrial, Inc.
Primary Energy Recycling Corporation
Boilermakers Local Union No. 374
53,204 Work Hours
Cokenergy, LLC Plant
East Chicago, IN

Ryan & Associates, Inc.
Alcoa Inc.
United Association Local Union No. 25
53,407 Work Hours
Davenport Works
Davenport, IA

Morrison Construction Company
ArcelorMittal
United Association Local Union No. 597
54,219 Work Hours
Indiana Harbor (East Chicago) Plant
East Chicago, IN

Pioneer Pipe, Inc.
Americas Styrenics
Parkersburg-Marietta Building Trades Council
54,375 Work Hours
Marietta Chemical Plant
Marietta, OH

Chellino Crane
CITGO Petroleum Corporation
Operating Engineers Local Union No. 150
54,895 Work Hours
Lemont Petroleum Refinery
Lemont, IL

Nooter Construction Company
BP Products North America, Inc.
Northwestern Indiana Building Trades Council
55,000 Work Hours
Whiting Refinery
Whiting, IN

Babcock & Wilcox Construction Co., Inc.
NRG Energy, Inc.
Johnstown Building Trades Council
55,338 Work Hours
Conemaugh Generating Station
New Florence, PA

Atlantic Plant Services, Inc.
Hoosier Energy
Carpenters Local Union No. 224
55,343 Work Hours
Merom Generating Station
Merom, IN

Matrix North American Construction Inc.
Enbridge Energy Company
Will and Grundy Counties Building Trades
Council
55,443 Work Hours
Manhattan Terminal
Manhattan, IL

URS Energy and Construction, Inc., an AECOM
Company
Eramet Marietta Company
Operating Engineers Local Union No. 18
56,859 Work Hours
Marietta Plant
Marietta, OH

Solid Platforms, Inc.
Duke Energy Corporation
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Central Office
57,983 Work Hours
Edwardsport Generating Station
Edwardsport, IN

Commercial Contracting Corporation
General Motors Company LLC
Michigan Building Trades Council
59,331 Work Hours
CET Romulus Engine Plant
Romulus, MI

Graycor Industrial Constructors Inc.
Northern Indiana Public Service Co. (NIPSCO)
Northwestern Indiana Building Trades Council
60,364 Work Hours
R. M. Schahfer Generating Station
Wheatfield, IN

Aristeo Installation, LLC
General Motors Company LLC
Western Reserve Building Trades Council
60,664 Work Hours
Lordstown Assembly Complex
Lordstown, OH

Solid Platforms, Inc.
United States Steel Corporation
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Northern Office
62,579 Work Hours
Gary Works
Gary, IN

Burnham Industrial Contractors
NRG Energy, Inc.
Johnstown Building Trades Council
64,049 Work Hours
Conemaugh Generating Station
New Florence, PA

MCT Services, LLC
FirstEnergy Corp.
North Central West Virginia Building Trades
Council
66,030 Work Hours
Fort Martin Power Station
Maidsville, WV

Enerfab Power & Industrial, Inc.
Northern Indiana Public Service Co. (NIPSCO)
IBEW Local Union No. 531
66,481 Work Hours
Michigan City Generating Station
Michigan City, IN



**Minnotte Contracting
FirstEnergy Corp.
North Central West Virginia Building Trades
Council**
66,646 Work Hours
Fort Martin Power Station
Maidsville, WV

**Walbridge Tooling Services, LLC
Ford Motor Company
Michigan Building Trades Council**
67,525 Work Hours
Dearborn Truck Assembly Plant
Dearborn, MI

**Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Northern Office**
69,497 Work Hours
Burns Harbor Plant
Burns Harbor, IN

**Scheck Industrial
Southern Illinois Power Cooperative
Boilermakers Local Union No. 363**
69,521 Work Hours
Marion Generating Station
Marion, IL

**Solid Platforms, Inc.
Duke Energy Corporation
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Central Office**
70,112 Work Hours
East Bend Station
Union, KY

**McCarl's Inc.
MarkWest Energy Partners, L.P.
Upper Ohio Valley Building Trades Council**
71,614 Work Hours
Barnesville Compressor Station
Barnesville, OH

**Safway Services, LLC (Hammond)
Northern Indiana Public Service Co. (NIPSCO)
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Northern Office**
71,618 Work Hours
Bailey Generating Station
Chesterton, IN

**StructSure Scaffold & Insulation, LLC
American Electric Power
Tri-State Building Trades Council**
74,596 Work Hours
Big Sandy Plant
Cattlettsburg, KY

**APComPower Inc.
Kansas City Power & Light Company
Greater Kansas City Building Trades Council**
76,109 Work Hours
Iatan Power Plant
Weston, MO

**The American Group of Constructors
ArcelorMittal
Northwestern Indiana Building Trades Council**
77,638 Work Hours
Indiana Harbor West Plant
East Chicago, IN

**Gribbins Insulation Company
Indianapolis Power & Light Company
Southwestern Indiana Building Trades Council**
80,225 Work Hours
Petersburg Plant
Petersburg, IN

**McCarl's Inc.
NRG Energy, Inc.
Pittsburgh Building Trades Council**
80,906 Work Hours
Keystone Generating Station
Shelocata, PA

**Atlantic Plant Services, Inc.
BP Products North America, Inc.
Insulators Local Union No. 17**
81,446 Work Hours
Whiting Refinery
Whiting, IN

**Kiewit Power Constructors Co.
Public Service Enterprise Group (PSEG)
New Jersey State Building Trades Council**
81,798 Work Hours
Susquehanna to Roseland Project
Roseland, NJ

**Enerfab Power & Industrial, Inc.
American Electric Power
Tri-State Building Trades Council**
82,384 Work Hours
Gavin Power Plant
Cheshire, OH

**Minnotte Contracting
FirstEnergy Corp.
North Central West Virginia Building Trades
Council**
82,782 Work Hours
Fort Martin Power Station
Maidsville, WV

**URS Energy and Construction, Inc., an AECOM
Company
Illinois Power Generating Company (Dynergy)
Lincoln Land Building Trades Council**
86,338 Work Hours
Newton Power Station
Newton, IL

**Matrix North American Construction Inc.
United States Steel Corporation
Northwestern Indiana Building Trades Council**
88,172 Work Hours
Gary Works
Gary, IN

**APComPower Inc.
Consumers Energy
Michigan Building Trades Council**
89,335 Work Hours
D.E. Karn Plant
Essexville, MI

**CBI Services, Inc.
Consumers Energy
Michigan Building Trades Council**
90,885 Work Hours
J.H. Campbell Plant
West Olive, MI

**McCarl's Inc.
NRG Energy, Inc.
Johnstown Building Trades Council**
91,732 Work Hours
Homer City Generating Station
Homer City, PA

**Burnham Industrial Contractors
NRG Energy, Inc.
Johnstown Building Trades Council**
91,930 Work Hours
Homer City Generating Station
Homer City, PA

**McCarl's Inc.
MarkWest Energy Partners, L.P.
Upper Ohio Valley Building Trades Council**
92,544 Work Hours
Majorsville Station
Majorsville, WV

**Thermal Solutions, Inc.
The Williams Companies, Inc.
Pittsburgh Building Trades Council**
98,522 Work Hours
Oak Grove Plant
Moundsville, WV

**Abel Construction Company, Inc.
Ford Motor Company
Greater Louisville Building Trades Council**
99,292 Work Hours
Kentucky Truck Plant
Louisville, KY

**McCarl's Inc.
FirstEnergy Corp.
Beaver County Building Trades Council**
102,468 Work Hours
Bruce Mansfield Plant
Shippingport, PA

**The State Group Industrial (USA) Limited
Alcoa Inc.
Southwestern Indiana Building Trades Council**
105,319 Work Hours
Warrick Operations
Newburgh, IN

**United Construction Company, Inc.
Northern Indiana Public Service Co. (NIPSCO)
LaPorte, Starke and Pulaski Counties Building
Trades Council**
106,531 Work Hours
Michigan City Generating Station
Michigan City, IN

**Chemsteel Construction Company
FirstEnergy Corp.
Beaver County Building Trades Council**
106,838 Work Hours
Bruce Mansfield Plant
Shippingport, PA



Tranco Industrial Services, Inc.
ArcelorMittal
Laborers Local Union No. 81
106,889 Work Hours
Burns Harbor Plant
Burns Harbor, IN

Thatcher Foundations Inc.
BP Products North America, Inc.
Pile Drivers Local Union No. 578
108,266 Work Hours
Whiting Refinery
Whiting, IN

Matrix North American Construction Inc.
Enbridge Energy Company
Livingston and Mclean Counties Building Trades Council
114,389 Work Hours
Flanagan Terminal
Pontiac, IL

Gribbins Insulation Company
Marathon Petroleum Corporation
Insulators Local Union No. 37
115,481 Work Hours
Robinson Refinery
Robinson, IL

Thermal Solutions, Inc.
Ohio Valley Electric Corporation
Tri-State Building Trades Council
117,676 Work Hours
Kyger Creek Power Plant
Cheshire, OH

Atlantic Plant Services, Inc.
Ameren Corporation
Carpenters Local Union No. 1839
120,220 Work Hours
Labadie Power Plant
Labadie, MO

Gribbins Insulation Company
Alcoa Inc.
Southwestern Indiana Building Trades Council
121,069 Work Hours
Warrick Generating Station
Newburgh, IN

Morrison Construction Company
ArcelorMittal
Northwestern Indiana Building Trades Council
123,509 Work Hours
Burns Harbor Plant
Burns Harbor, IN

McCarl's Inc.
MarkWest Energy Partners, L.P.
Upper Ohio Valley Building Trades Council
129,427 Work Hours
Hopedale Fractionator Plant
Hopedale, OH

Chemsteel Construction Company
FirstEnergy Corp.
Upper Ohio Valley Building Trades Council
134,697 Work Hours
W. H. Sammis Plant
Stratton, OH

McCarl's Inc.
Vallourec Star, LP
Western Reserve Building Trades Council
136,557 Work Hours
Youngstown Plant
Youngstown, OH

Burnham Industrial Contractors
FirstEnergy Corp.
North Central West Virginia Building Trades Council
141,241 Work Hours
Fort Martin Power Station
Maidsville, WV

Solid Platforms, Inc.
ArcelorMittal
Indiana/Kentucky/Ohio Regional Council of Carpenters - Northern Office
141,351 Work Hours
Indiana Harbor (East Chicago) Plant
East Chicago, IN

Solid Platforms, Inc.
Duke Energy Corporation
Indiana/Kentucky/Ohio Regional Council of Carpenters - Central Office
148,247 Work Hours
Cayuga Generating Station
Cayuga, IN

Pioneer Pipe, Inc.
Solvay Specialty Polymers
Parkersburg-Marietta Building Trades Council
149,417 Work Hours
Marietta Plant
Marietta, OH

The American Group of Constructors
BP Products North America, Inc.
Northwestern Indiana Building Trades Council
154,207 Work Hours
Whiting Refinery
Whiting, IN

Graycor Industrial Constructors Inc.
AK Steel
Butler County Building Trades Council
155,923 Work Hours
Middletown Works
Middletown, OH

Stevens Engineers & Constructors, Inc.
United States Steel Corporation
North Central Ohio Building Trades Council
158,805 Work Hours
Lorain Tubular Operations
Lorain, OH

Broadway Electric Service Corporation
Bridgestone Americas, Inc.
IBEW Local Union No. 429
159,400 Work Hours
Warren County Plant
Morrison, TN

Chapman Corporation
MarkWest Energy Partners, L.P.
Upper Ohio Valley Building Trades Council
160,336 Work Hours
Condensate Stabilization Facility
Cadiz, OH

Conti Electric Inc.
General Motors Company LLC
Michigan Building Trades Council
163,059 Work Hours
Hamtramck Assembly Center
Hamtramck, MI

Triangle Enterprises, Inc.
Westlake Monomers Corporation
Carpenters Local Union No. 357
164,696 Work Hours
Calvert City Plant
Calvert City, KY

StructSure Scaffold & Insulation, LLC
American Electric Power
Tri-State Building Trades Council
167,779 Work Hours
John Amos Power Plant
Saint Albans, WV

Industrial Contractors Skanska
American Electric Power
East Central Ohio Building Trades Council
173,972 Work Hours
Conesville Power Plant
Conesville, OH

APComPower Inc.
Dominion Power
North Central West Virginia Building Trades Council
176,593 Work Hours
Mount Storm Power Station
Mount Storm, WV

Enerfab Power & Industrial, Inc.
FirstEnergy Corp.
Parkersburg-Marietta Building Trades Council
177,850 Work Hours
Pleasants Power Station
Willow Island, WV

Matrix North American Construction Inc.
United States Steel Corporation
Southwestern Illinois Building Trades Council
184,967 Work Hours
Granite City Works
Granite City, IL

Chapman Corporation
MarkWest Energy Partners, L.P.
Upper Ohio Valley Building Trades Council
189,791 Work Hours
Majorsville Station
Majorsville, WV

McCarl's Inc.
NRG Energy, Inc.
Johnstown Building Trades Council
190,346 Work Hours
Conemaugh Generating Station
New Florence, PA



Zero Injury Plaque – Bronze Star

Safway Services, LLC (Hammond)
Northern Indiana Public Service Co. (NIPSCO)
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Northern Office
212,541 Work Hours
R. M. Schahfer Generating Station
Wheatfield, IN

Solid Platforms, Inc.
BP Products North America, Inc.
Indiana/Kentucky/Ohio Regional Council of
Carpenters - Northern Office
213,357 Work Hours
Whiting Refinery
Whiting, IN

National Steel Erection, Inc.
Dominion Power
Hampton Roads Building Trades Council
214,759 Work Hours
Brunswick County Power Station
Freeman, VA

Commercial Contracting Corporation
General Motors Company LLC
Michigan Building Trades Council
216,331 Work Hours
Hamtramck Assembly Center
Hamtramck, MI

Matrix North American Construction Inc.
United States Steel Corporation
Pittsburgh Building Trades Council
220,999 Work Hours
Clairton Works
Clairton, PA

Graycor Industrial Constructors Inc.
ArcelorMittal
Northwestern Indiana Building Trades Council
223,069 Work Hours
Burns Harbor Plant
Burns Harbor, IN

Minnotte Contracting
FirstEnergy Corp.
North Central West Virginia Building Trades
Council
224,884 Work Hours
Harrison Power Station
Haywood, WV

McCarl's Inc.
Talen Energy (formerly PPL Corporation)
Lehigh Valley Building Trades Council
229,102 Work Hours
Martins Creek Station
Bangor, PA

Broadway Electric Service Corporation
General Motors Company LLC
Nashville Building Trades Council
230,926 Work Hours
Spring Hill Manufacturing Facility
Spring Hill, TN

Chapman Corporation
FirstEnergy Corp.
North Central West Virginia Building Trades
Council
249,316 Work Hours
Harrison Power Station
Haywood, WV

Thermal Solutions, Inc.
United States Steel Corporation
Pittsburgh Building Trades Council
249,528 Work Hours
Clairton Works
Clairton, PA

Norris Brothers Company, Inc.
Alcoa Inc.
Cleveland Building Trades Council
251,705 Work Hours
Forged and Cast Products Plant
Cleveland, OH

Enerfab Power & Industrial, Inc.
Ohio Valley Electric Corporation
Tri-State Building Trades Council
257,528 Work Hours
Kyger Creek Power Plant
Cheshire, OH

Enerfab Power & Industrial, Inc.
American Electric Power
Parkersburg-Marietta Building Trades Council
297,593 Work Hours
Muskogum River Plant
Beverly, OH

Enerfab Power & Industrial, Inc.
American Electric Power
Charleston Building Trades Council
297,646 Work Hours
John Amos Power Plant
Saint Albans, WV

Bilfinger Industrial Services Inc.
Procter & Gamble Hair Care LLC
Cedar Rapids Building Trades Council
326,493 Work Hours
Iowa City Plant
Iowa City, IA

Chapman Corporation
Blue Racer Midstream, LLC
Upper Ohio Valley Building Trades Council
377,551 Hours Worked
Natrium Plant
Natrium, WV

Day & Zimmermann NPS, Inc.
Talen Energy (formerly PPL Corporation)
Northeastern Pennsylvania Building Trades
Council
412,843 Work Hours
Susquehanna Nuclear Plant
Berwick, PA

BMWC Constructors, Inc.
Northern Indiana Public Service Co. (NIPSCO)
Northwestern Indiana Building Trades Council
488,230 Work Hours
Bailey Generating Station
Chesterton, IN



Zero Injury Plaque – Silver Star

MC Industrial
BP Products North America, Inc.
Northwestern Indiana Building Trades Council
509,009 Work Hours
Whiting Refinery
Whiting, IN

Cannon Sline Industrial, Inc.
BP Products North America, Inc.
Painters Local Union No. 460
673,659 Work Hours
Whiting Refinery
Whiting, IN

GVH Environmental, Inc.
American Electric Power
Upper Ohio Valley Building Trades Council
704,067 Work Hours
Cardinal Plant
Brilliant, OH

Superior Construction Company, Inc.
BP Products North America, Inc.
Northwestern Indiana Building Trades Council
761,430 Work Hours
Whiting Refinery
Whiting, IN

Enerfab Power & Industrial, Inc.
American Electric Power
Upper Ohio Valley Building Trades Council
770,677 Work Hours
Mitchell Power Plant
Moundsville, WV

RMF Nooter, Inc.
BP Products North America, Inc.
Northwestern Ohio Building Trades Council
843,080 Work Hours
Toledo Refinery
Oregon, OH

The State Group Industrial (USA) Limited
Alcoa Inc.
Southwestern Indiana Building Trades Council
965,566 Work Hours
Warrick Generating Station
Newburgh, IN



Zero Injury Plaque – Gold Star

BMWC Constructors, Inc.
ExxonMobil
Will and Grundy Counties Building Trades Council
1,165,181 Work Hours
Joliet Refinery
Joliet, IL

Crunch the Numbers

by BILL KROEGER

LIKE MOST PEOPLE who live in St. Louis, I'm a huge Cardinals fan. Despite their loss to the Chicago Cubs in this year's National League Division Series, the fact that they were able to win 100 games this season after losing their ace pitcher in April and two of their starting hitters for most of the season is incredible.

How'd they pull it off? One of the main reasons was the team's ability to find talent at an early age and bring these young men up through their unique training system. In 2011, when the Cardinals won the World Series, it was with a roster that featured 19 "homegrown" players recruited straight from the high school and college ranks -- the most of any team in Major League Baseball. Even more impressive is that eight of those 19 homegrown players were drafted after the tenth round. This showcases the Cardinals' ability to find value and cultivate talent that, in many cases, their competitors misjudged or simply overlooked.

We need to set aside old beliefs and opinions about what a "real" union worker looks and acts like and come up with a new set of metrics to evaluate talent.

You might be wondering what all of this has to do with our industry. Well, in case you haven't noticed, lately we've been losing a lot of our "star players," too. Highly skilled and experienced Baby Boomer craft workers are retiring by the thousands each year. The industry has been scrambling to replace them, and apprenticeship programs around the country have kicked into overdrive. But it's still an open question whether we will be able to attract the young, gifted talent we need to compete in the challenging 21st-century economy.

That's why it's instructive to look more closely at exactly how the Cardinals manage to find and train such great young talent year in and year out. Baseball has been transformed over the past two decades through the utilization of statistical analysis. The movie *Moneyball* starring Brad Pitt helped springboard some of these concepts into popular culture. It told the story of how Oakland Athletics General Manager Billy Beane (played by Pitt) used this concept to allow his small-market team to make the playoffs in 2002 and 2003 with much smaller budgets than

their large-market competitors. This system is today called "sabermetrics" — the empirical analysis of baseball statistics to measure in-game activity.

Sabermetrics challenged many of baseball's long-held beliefs and assumptions. As shown in *Moneyball*, many of the "old school" coaches and scouts wanted nothing to do with statistics — they believed in evaluating talent by relying largely on conventional wisdom (i.e., "We've always done it this way") and using their "gut feelings" to determine whether a young pitcher or batter could make it in the big leagues.

But sabermetrics is all about data, not emotions or intuition. It forces coaches and managers to evaluate talent differently and stop making assumptions based on who's considered a "star" player and who's considered "average." As Billy Beane proved, it's possible to "crunch the numbers" and find hidden value in players that everyone else missed. For instance, a player's ability to consistently get on base may not sound as exciting as hitting a grand slam, but statistically speaking, it often can make a greater difference between winning and losing games. Therefore, utility players who

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were once considered expendable suddenly become an integral part of a team with championship aspirations.

If our industry hopes to survive, we need to take a similar approach as we work to recruit the next generation of craftspeople. We need to set aside old beliefs and opinions about what a “real” union worker looks and acts like and come up with a new set of metrics to evaluate talent.

I’m not suggesting we throw away the core principles and traditions that make our industry great – not by a long shot. But at the same time, we have to understand that the world my generation grew up in no longer exists. It’s futile to walk around looking for people who remind us of ourselves when we were 18 or 19 years old. It’s unfair to today’s young people, who grew up in a more affluent and technologically advanced society – thanks in large part to our hard work and the contributions of our parents and grandparents.

The craftworkers who will help our industry win may not look or talk exactly like us. They will most likely have different personal interests and styles. But so what? I’ll wager that the young Cardinals players have very little in common with their older coaches when it comes to music, clothes and movies. But they make it work anyway – because the older guys focus on training them in the fundamentals.

Going forward, we need to pay less attention to surface-level differences between our generations and focus more on actual performance metrics. We need to focus more on identifying and teaching the skills our owner-clients expect from union workers, then carefully measure how each person performs those skills. Which young apprentices are consistently meeting and exceeding these new performance standards? Forget where they grew up or how many tattoos they have or who their dad is – are they meeting expectations? Are they demonstrating the qualities that will make them great journeymen or perhaps even foremen?

If so, we need to do whatever it takes to hang on to these folks. We need to demonstrate that we respect and value their contributions to our industry. The old guys need to convince young men and women that the door is wide open for them. 



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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Teamwork – From Ants to Humans

by JOE LASKY, JR., CSP, CHMM

A AT A RECENT church service, our pastor told a fascinating story about how fire ants survive using teamwork. She showed a short video of how the fire ants survive in an emergency such as a flood. They can literally “walk on water” and through the power of teamwork, float together across rivers like living boats. The pastor referred to the fact that if the congregation worked together as a team, similar to the fire ants, there would be nothing that they could not achieve.

Well, the lightbulb went on in my brain. It made me think about humans in general – why can’t we do things that are equally astonishing as well? If we all work together, anything is possible. Over the last several years on the job, I have found that with our larger projects — i.e., turnarounds involving hundreds of employees at both the managerial and craft levels — the only way to achieve 100% cooperation is through communication and teamwork.

If we were to compare fire ants with employees or team members, it means we are looking for a synergistic relationship. In other words, the more efficiently everyone works together, the more productive and profitable our business will be. The players on our typical large projects include field engineers, quality managers, safety managers, superintendents, foremen, and line personnel (craft). Each one of these players depends on one another to be successful. All work packages created by the customer have to be signed off by the people listed above. If one of the signatures is missing or not obtained, the work will not proceed on that package.

Just as the survival of the ants is dependent on the concept of working as a team, likewise the survival – and safety – of our crews is dependent upon each person working together.

In our business, the team concept is crucial to the success of the venture or job. But it’s much more than that. It could mean a matter of safety and security, in some cases.

However, not everyone possesses

The more efficiently everyone works together, the more productive and profitable our business will be.

the same inherent nature of the fire ant. Not all team members are “all in” for the cause, for the sake of the greater good. Some “team” members operate independently, serving their own agendas. Some are less social and less likely to work well in a team setting. So, unlike the ant, employees may need to be nurtured and taught team building skills. Our business models should include team building

scenarios for employees. The message of these sessions/training should focus on common goals and the importance of maintaining a positive attitude, and emphasize leadership through a commitment to personal growth.

An ant that isn’t doing his part in keeping the raft afloat will most likely be washed away by the rushing waters. Employees who don’t understand their roles on a team face a similar danger. They won’t literally be swept away, of course. But if they distance themselves from their team through a less-than-commendable attitude or by focusing on their own interests rather than the benefit of everyone, they may experience unwanted career changes or stagnation.

There are many ideas and thoughts as to how we can strengthen our teams. Here are four critical keys:

- Positive Attitude
- Communication
- Personal Growth/Leadership
- Common Goals



SHUTTERSTOCK/ANDREY PAVLOV

If all employees maintain a **positive attitude** at work, they can easily be trained for improving skills. Just like the fire ants, people with positive attitudes are more likely to work well together to accomplish goals. A positive attitude can be fostered in employees through an inclusive approach by the management. If one is included in task planning or incident reviews, for example, he or she is more apt to feel accepted by the team.

Understanding what motivates an individual is a powerful driver towards helping them forge a positive attitude. The ant is motivated through a desire to stay alive. Employees' motivation is encouraged through feelings of acceptance and shared pride in the work they perform.

Communication is something we do automatically – like breathing. On a daily basis, we talk to our spouses, kids, and friends without giving much thought as to how we are doing it. But communicating effectively comes with experience. Choosing the right words, listening with our minds and not just our ears, and getting the message across are skills most everyone needs to work on.


Communication needs to be one-directional at times, like when you're informing everyone about a new policy or procedure. However, the better communicators have a trait that seeks a response of understanding from their

audience. There are techniques/protocols that are used in industry to ensure proper and sufficient understanding of the information being transmitted.

If each individual, especially managers, develops personally and strives to be a more effective leader, the entire organization will improve. **Leadership** is key to sustaining a positive team, all working toward one objective in a safe environment.

Synergy and productivity will be evident when all the teams are happy and work together to accomplish **common goals** – i.e. a successful turnaround project.

Whether you are a single fire ant or individual employee, working as a team continues to be good business. And history has shown time and again that companies with strong team-building processes in their cultures achieve the greatest financial rewards.

So with that in mind – If ants can do it, why can't we?
Have a Safe Day! 

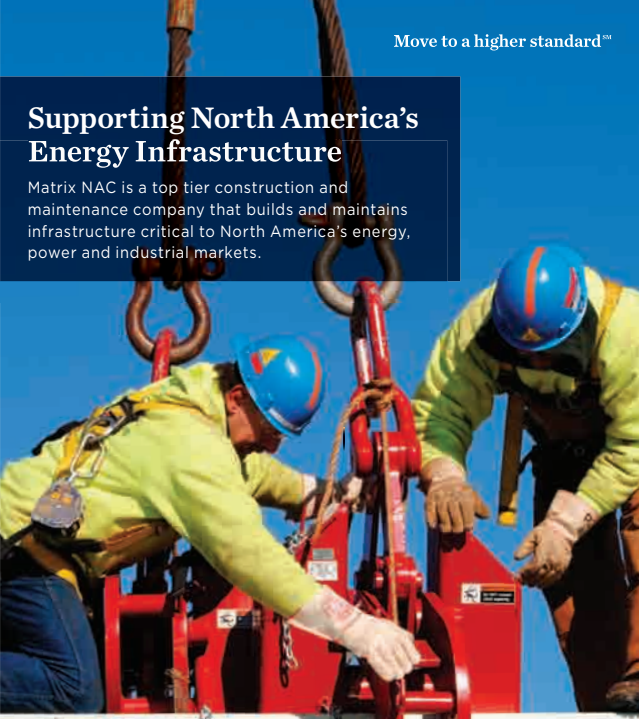


Joe Lasky is Chair of the TAUC Safety and Health Committee and Director of Corporate Safety, Health and Environment for Sheck Industries.


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Why Union Contractors Need to Lobby for Their Cause

by TODD MUSTARD

OVER THE PAST several years, The Association of Union Constructors (TAUC) has been placing more and more emphasis on government relations. The latest example of this long-term strategic commitment is the creation of the new ten-member TAUC Government Affairs Committee, which Chair Jake Locklear of Atlantic Plant Maintenance introduced last issue (see Fall 2015, Page 24).

Although it's only a few months old, the Committee has hit the ground running. Members have already identified the top priorities and action items for 2016 and beyond, based on feedback from our contractors. These priorities include ensuring that the final piece of the multiemployer pension reform puzzle – specifically, the authority for plan sponsors to implement composite plan designs in certain situations – is passed by Congress; battling against environmental policies which negatively impact the construction and maintenance activities of our contractor members; and supporting the repeal of the Affordable Care Act's 2018 "Cadillac Tax" on the health and welfare funds to which our members contribute.

That's an ambitious "to do list," and committee members won't be able to complete it on their own. TAUC needs all of its members to assist in lobbying their representatives on Capitol Hill. The good news? It's a lot easier than you think. Here are a few facts to keep in mind:

Lobbying is easy. Lobbying is not some mysterious rite that takes years to master – really, it's just another term for communicating your thoughts on a certain issue to people in government. You can learn the basics of how to lobby — whom to call, when to call, and what to say — in minutes (literally). There are a few simple reporting rules that your nonprofit organization needs to follow, but they aren't complicated. Call me at (703) 524-3336 x112 and I'll be happy to help you get started.

You as an individual can make a difference. There are success stories told nightly on the national and local news of someone who took the time to do something about an issue they care deeply about, and was able to effect real change. It's not always easy, and it won't happen overnight, but if you're passionate about an issue affecting your business or the industry in general, you can make sure that your voice is heard.

When people work together they can make a difference, too. We are all members of the union construction and maintenance community. We know the issues impacting our businesses and lives, and we also know how they can best be addressed. Working together, our voices are strengthened and amplified, and are much harder to ignore.


Laws are imperfect, and people can change them. The United States has a rich history full of people and groups that fought against great odds to make significant strides. Think of the sweeping reforms that have been implemented in the areas of child labor laws, public schools and Social Security. Change is not easy to achieve, but it can be accomplished when people are actively involved in lobbying.

Lobbying is part of the democratic process. Informed citizens have a right – and some might say even an obligation – to engage with policymakers and let them know how the laws are impacting their lives and businesses. Lobbying for change is at the very heart of our democratic system.

Policy makers need to hear about and understand your specific expertise. Every professional lobbyist will tell you that personal stories are incredibly powerful tools for change. People and policymakers can learn from your story.

Lobbying has the ability to advance our causes and build public trust. When our policy makers don't understand the type of work we do, or get to know the people who make their living in the union construction and maintenance industry, it hurts all of us.

In 2016 and beyond, I urge you to get involved in TAUC's lobbying efforts and help tell our story both locally and nationally. That's the only way the issues impacting our industry can be addressed by the policy makers in a knowledgeable and competent way.

Todd Mustard is TAUC's Senior Director of Government Affairs and Member Services. He can be reached at (703) 524-3336 x112 or tmustard@tauc.org. 

Feds to Hold Execs Responsible for Corporate Wrongdoing

Continued from Page 5



SHUTTERSTOCK

and pay a fine. Except in the most unusual circumstances (*i.e.*, criminal antitrust cases), it is unusual to see corporate executives jailed or required to pay a fine.

But all of that is about to change.

On September 9, 2015, Deputy Attorney General Sally Quillan Yates sent out a memo to the DOJ enforcement divisions (which represent the federal government in regulatory enforcement actions), all U.S. Attorneys, the FBI and other federal agencies. In that memo, she stated that from now on, the DOJ will follow a strong policy of holding corporate officers responsible for corporate wrongdoing. Deputy Attorney General Yates was very specific regarding the steps to be followed by DOJ prosecutors before giving a corporation any type of credit for cooperating in an investigation. The memo provides that:

1. In order to qualify for any cooperation credit with any Federal prosecutor, a corporation must provide the prosecutor with all relevant facts relating to the individuals responsible for the misconduct.
2. Criminal and civil Federal enforcement actions should focus on the individuals

responsible from the inception of the investigation.


3. If the government is conducting both civil and criminal investigations, the government attorneys responsible for each investigation should be in routine communication with one another.
4. Absent extraordinary circumstances or approved government policy, the DOJ will not release culpable individuals from criminal or civil liability when resolving a matter with a corporation.
5. The DOJ attorneys should not resolve any matter with a corporation without a clear plan to resolve related individual cases.
6. DOJ civil enforcement attorneys should consistently focus on individuals as well as the company and evaluate whether to bring suit against any individual based on considerations beyond that individual's ability to pay a fine.

What does this mean for contractors? It means that if your company becomes involved in a federal investigation, from the outset the investigators will want to know the identity of the individuals responsible for the alleged improper action and the details of each individual's involvement. No longer will company

counsel be able to bargain away individual liability as a condition to the corporation agreeing to a settlement. In criminal investigations, it may be apparent from the inception of the investigation that the corporation and the corporate employees involved have conflicting interests. There may be a need for involved individuals to hire separate counsel at a much earlier stage in the investigation.

What Should Contractors Do?

Contractors should make sure that their company has effective corporate compliance programs covering all areas of potential exposure. Whether the issue involves the Foreign Corrupt Practices Act, OSHA safety requirements, antitrust, or environmental matters, the company compliance program must be well designed to explain to corporate officers what they can and can't do. Responsible corporate officials must be thoroughly trained when joining the company and that training should be updated at least annually. Contractors should adopt a "zero incident" culture for all types of illegal conduct and establish lines of communications whereby company employees can get quick answers to questions before they take action. The corporation should also adopt a whistle blower policy to encourage compliance.

These are serious matters and must be treated seriously. When a new employee joins your management team, that employee must be taught from day one that your company has a culture of strict compliance with all the laws affecting your business and that managers who do not follow that policy will be fired. 



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



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