



## MOST MEETING MINUTES | DAY 1

OCTOBER 5, 2015

# TRIPARTITE PARTNERS BRAVE STORM, GET DOWN TO WORK

**D**espite extremely heavy rains and strong winds pummeling the Carolinas, most of those who signed up for the 30th National Tripartite Conference successfully navigated their way to the Embassy Suites at Myrtle Beach without major incident.

There were reports of some travel delays, especially from those who drove through areas like Columbia, which suffered major damage and road closures.

Unfortunately, the storm also led to the cancellation of several speakers including Charles McConnell, Executive Director, Energy & Environment Initiative at Rice University, and Robbie Hunter, President of the California Building Trades De-

partment. At least one other speaker is questionable. We regret these cancellations but understand the travel difficulties and uncertainties caused by the storm and the severity of the weather forecasts.

While the major storm hampered mobility, it has not dampened the spirit among conference participants, as owners, contractors and union representatives gathered on the occasion of our 30th anniversary to continue the important work of our industry. The first order of business Monday was to meet in our respective caucuses to address challenges and discuss progress on the many issues critical to our mutual advancement.

Caucus notes are presented on the following pages.

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## OWNER CAUCUS

MOST Administrator Roger Erickson opened the session by welcoming owners to the “rainforest” at Myrtle Beach and providing an overview of the conference agenda.



Jerry Payton, Senior Program Manager, Industrial Relations, TVA, addressed setting objectives for the caucus meeting, and the group identified suggested topics. Discussions then ensued regarding those topics, as described below.

### 1. MOST programs and Human Performance Initiative

Discussion focused on how to connect MOST programs and Human Performance Initiative, as they are different. Safety also received attention and was discussed in reference to financials. Other discussion items under this category were:

- Objectives of the Boilermaker Code training
- Whether the Code is MOST’s only answer to Human Performance Initiative
- The deadline to launch the Code training for the general Boilermaker membership
- Implementation of the Code and Creed into BNAP training
- Continuation of safety emphasis in each MOST program
- Actions of NACBE Safety Committee reporting on Human Performance Initiative
- Code implementation and the need for more communications and trust building to reinforce the training.

### 2. Owner Priorities for Management at Work

The group identified the five priorities listed below and agreed unanimously that Safety and Human Performance is the most important, and all others in the priority chain are reliant upon it.

- Safety and Human Performance Initiative
- Fitness for duty/drug testing
- Quality
- Cost
- Schedule

### 3. Tube Welders

The group discussed planning for outages, how to get more tube welders and how to increase the percentage of welders certified under Common Arc.

### 4. Drug Testing

The group discussed an increase in alcohol abuse on some job sites in specified areas.



## UNION CAUCUS

Kyle Evenson, Executive Director, Construction Sector Operations, opened the meeting with a review of outstanding issues from 2014 before identifying topics to be discussed in the union caucus.

### 1. Common Arc

*Updating:* On large jobs, there is some improvement in updating weld certifications, but there are still issues on short-duration projects. To deal with these issues, business managers have come up with some possible solutions:

- Contractors could indicate on final paychecks that Common Arc has been updated.
- Contractors could indicate on work orders the contact person to update Common Arc certification (provide personal phone number).
- Contractors could provide the job steward with verification that Common Arc for all applicable welders has been updated at lay off. Or the union hall could provide job stewards a list of welders referred to the project, and the contractor rep would update Common Arc certifications.

*Managing Welders:* The union is still seeing problems with contractors overloading jobs with more welders than required. Contractors need to work more closely with business managers to manage welders and make use of the many qualified mechanics and riggers for non-welding positions.

## 2. Outage Schedules

Outage schedules continue to be a problem when manning work. While recognizing that scheduling is difficult and there are many things to consider, progress is being made whenever owners and business managers work together on this issue. A number of success stories were discussed, including:

- L-140 and TVA
- L-107 and WE Energy – Verso paper facilities
- L-169 and DTE, Consumers Power, and paper mills in the Upper Peninsula
- L-363 and Phillips Petro 66
- L-374 and AEP
- L-13 and Exelon
- L-85 and TRC, Sun Oil, and BP

## 3. Apprentice/Helper Ratios

Some contractors are still not abiding by the approved apprentice/helper ratios that have been negotiated. Those ratios that have been established under the CBA and area apprenticeship rules must be followed.

## 4. Jurisdiction

In the area of craft jurisdictions, the union requests that owners/contractors take a second look at any unusually low bids from non-traditional Boilermaker contractors. These contractors may be bidding work using the incorrect craft, which will result in jurisdictional disputes.

## 5. NTD Contractors

While not a major issue, the union reminds NTD contractors that they are required to notify the business manager when they are going into their areas to perform work.

# CONTRACTOR CAUCUS



A review of the 2015 MOST Programs including accomplishments was presented by Greg Purdon, CEO, Enerfab Power & Industrial. Highlights include:

- Adoption of Boilermaker Code as an official MOST program
- Purchase of a Cyber Liability Policy in case of a data breach
- Re-instatement of annual drug testing program
- Discussion about possible merger of BNAP/MOST to reduce costs
- Implementation of Web-based training programs such as OSHA 10 and OSHA 30

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- Possible change in venue and date for the 2018 and 2019 National Tripartite Conference.

Purdon also presented a review of the 2015 fiscal year budget and operating expenses for MOST.

An update was provided on a proposal from CLMA regarding Boilermaker market share and future opportunities for Boilermakers over the next five years. This topic will be further addressed at the joint IBB/NACBE meeting in December.

Topics discussed during the meeting included the following:

- Safety – Delivering and implementing safest possible project is highest priority.
- Expanding Western States helper program throughout United States. Many areas of country have similar programs but need to do better job communicating and implementing these options to make contractors more competitive as well as identify potential new members to apprenticeship program.
- Obtaining and retaining qualified manpower. Boilermakers are doing good things to recruit members, but apprenticeship levels are down, and there is concern that many Boilermakers will retire in next few years.
- Would like better utilization of retirees in all capacities and need quicker declaration of manpower shortages by locals. Restrictions for retirees could be eased and should be clearly identified and consistent across all locals.

- Work is becoming more seasonal (Spring/Fall). While it is difficult to move outages or extend outage season, request more dialogue and open communication among tripartite parties to ensure project success. A few contractors provided success stories where this has happened.
- Common Arc – Contractor attendance is down in some locals; request National Contractors participate in more testing sites. Common Arc requested that locals perform prequalification process. For those that do, pass rate is improving and contractors thank those locals. All locals should use the process. Important for all new welders who are only certified by one contractor to participate in yearly Common Arc testing program when multiple contractors are participating.
- Contractors discussed what can be done to get more owner participation at the National Tripartite Conference.
- For successes at regional tripartite conferences, would like a report of action items and status update of those items, as it may spur ideas for the other areas.
- Would like to explore possibility of combining safety orientation into one common program. There is a lot being done on the job site. Is there something that can be done off-site to save money but accomplish the same goals? ▲





## MOST MEETING MINUTES | DAY 2

OCTOBER 6, 2015

# CONFERENCE REFLECTS ON 30 YEARS, EYES FUTURE WITH BOILERMAKER CODE

Speakers on Day 2 of the 2015 National Tripartite Alliance Conference took a look back at the genesis of the alliance, its achievements over 30 years, and the potential impact of the newest MOST program, the Boilermaker Code.

MOST Administrator **Roger Erickson** began by recalling conditions in 1985 when a decline in American industry stirred Boilermaker local lodge leaders, International Reps and other Boilermaker officials to seek out ways to secure more work. Those early efforts led to involving contractors and then owners, resulting in the creation of the tripartite alliance.

Erickson said the subsequent creation of MOST “not only revolutionized the Boilermaker craft but

has also become the benchmark in the construction industry for providing a safe and cost-effective workplace.”

International President **Newton B. Jones** noted how the tripartite alliance and MOST became the model upon which other trades and the Building and Construction Trades Department developed their own programs. He said the entire construction industry has benefited from the groundbreaking achievements spearheaded by the Boilermakers and their partner contractors and owners.

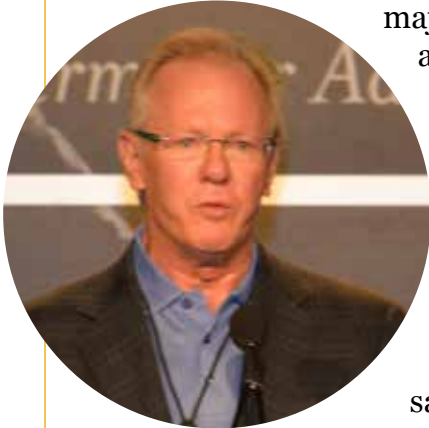
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**PHOTO: Boilermaker Code trainers, front row (with D-CDS Skipper Branscum at center) stand with MOST trustees, back row, during Day 2 ceremonies.**



**“We have built a legacy of how to do business the right way”**

— Newton B. Jones  
*International President, Boilermakers*



Jones walked through the major challenges facing the alliance over the past 30 years, describing how key programs like Common Arc, Substance Abuse Testing, OSHA 10, OSHA 30 and others have achieved incredible efficiencies and major safety improvements.

He said new programs also hold great promise for continuing advances, citing the MOST Boilermaker Delivery System and the Boilermaker Code.

Jones said there has been a paradigm shift away from the old adversarial relationships that got in the way of progress.

“We have built a legacy of how to do business the right way,” he said.

MOST Chairman and NACBE President **Greg Purdon** (CEO, Enerfab Power) expressed his enthusiasm and support for the Boilermaker Code Program. He acknowledged the long career of John Erickson and cited an observation by Erickson that captures the essence of the tripartite alliance achievements. The observation stated, in part, “The qualities that exist in MOST and the Boilermaker Code are not just qualities to work by – but to live by as well.”

Purdon also expressed his thanks to **Roger Erickson**, who will step down as MOST Administrator when he retires early next year. “I attribute a lot of my personal success to Roger, and for that I will forever

be grateful,” Purdon said. Construction Division Services Director **Dale “Skipper” Branscum** followed Purdon with a presentation on the Boilermaker Code. Branscum noted that the program, which has been in development for four years, is now being taught at local lodges, following an initial “train-the-trainer” program. He praised the dedication of some two dozen retired Boilermaker business managers who, along with MOST Representatives, will form a cadre of trainers to take the Boilermaker Code across the nation, instilling its lessons and inspiration in all construction Boilermakers.



Initial training at local lodges has actually already begun, Branscum said. He showed a video of some of the training, including testimonials from rank-and-file members who have completed the one-day session and expressed their support. He urged lodge leaders to contact

MOST and begin setting up training sessions at their own lodges.

Branscum also walked through a PowerPoint presentation that highlights the curriculum’s 10 training modules. Following the presentation, trainers were introduced. They received a standing ovation and later joined in a group photo with MOST trustees. ▲



## NORDQUIST HIGHLIGHTS WOODBRIDGE PROJECT SUCCESSES

**Tyler Nordquist**, Kiewit Power Constructors Project Manager for the Woodbridge Energy Center in New Jersey, presented an overview of the new \$845 million, 725 MW combined cycle natural gas fired power plant Tuesday.



He emphasized that coordination and communication between Kiewit and the Boilermakers were essential for success, as the project had an extremely tight deadline of just 28 months.

Substantial upfront planning and kicking off construction on the right foot were critical in setting the tone for the project, he added.

“These jobs are large and they’re built on momentum and morale,” Nordquist said.” The Boilermakers and Jim (Local 28 BM-ST James Chew) and his team were absolutely just a big part of this. We knocked it out of the park.”

The project included setting 20 80-foot-tall modules in five days. At Kiewit’s request, Boilermakers received prequalification on RMD, a purge-less weld process that sped up the welding work.

“We received the best welding rates that we’ve had in 10 years,” he said. “We’re on schedule to finish a month early.”

Boilermakers also rose to the challenge when a subcontractor’s bid to construct the project’s stack came in higher than expected. Local 28 offered to handle the work and performed the construction on schedule, on budget and with zero injuries.

Commissioning is expected on January 31, 2016.





Local 29 (Boston) BM-ST Charles Hancock accepts the Charles W. Jones Award for excellence in safety. Left to right: IP Newton B. Jones, Hancock, MOST Admin. Roger Erickson and MOST Chairman Greg Purdon.

## LOCAL 29 RECEIVES CHARLES W. JONES AWARD

Local 29 (Boston) became the fifth Boilermaker lodge to receive the Charles W. Jones Award, MOST's symbol of excellence in safety, during the Tuesday conference session. L-29 BM-ST Charles Hancock accepted the honor on behalf of the lodge.

The award acknowledges the local with the highest percentage of members trained using a selection of MOST programs: OSHA 10/30,

Steel Erection, Common Arc, Rigging, Substance Abuse, Leadership and Scaffolding.

Local 29 is the fifth lodge to receive the award since it's inaugural presentation to Local 154 (Pittsburgh) in 2011. Other recipients have included Local 85 (Toledo, Ohio), 2012; Local 433 (Tampa, Fla.), 2013; and Local 11 (Helena, Mont.), 2014. ▲







## MOST MEETING MINUTES | DAY 3

OCTOBER 7, 2015

# IP JONES ANNOUNCES CHANGE OF GUARD, PARTNERS MEET TO ASSESS CAUCUS ISSUES

**M**OST will have a new administrator beginning early next year. International President Newton B. Jones formally announced the retirement of Roger Erickson, set for February 2016, and the succession to that position of Director of Construction Division Services Dale “Skipper” Branscum.

Erickson was met with a standing ovation as Jones congratulated him on his years of service with MOST, stating, “I think everybody here respects the job you’ve done; I know I do. Thank you for the heart and energy you’ve put into your role.”

Branscum spoke briefly about his new position. He thanked Jones and the MOST board for their confidence in him.

“Roger and Bill Palmisano before him have set the standards high [for the MOST administrator job],” he said, “and I’m excited and a little overwhelmed at the tasks before me. I’m going to work very hard to live up to those standards.”

Jones said it would be tough to lose such a valuable member of the Boilermaker staff, but noted, “There’s no doubt in my mind that Skipper Branscum is going to be an excellent, excellent MOST administrator.”

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**PHOTO:** IP Newton B. Jones, center, announces that D-CDS Dale “Skipper” Branscum will become the new MOST Administrator upon the retirement of Roger Erickson, seated at right.

## PARTNERS REPORT, DISCUSS CAUCUS RESULTS

With the caucus breakouts completed on Day 1, alliance partners collectively listened to reports from each group and discussed the ideas and

issues that came out of those meetings. In introducing the discussion, Roger Erickson noted that the caucuses represent the “true spirit of the tripartite conference.”

Reporting the results for their respective sessions were Jerry Payton, TVA, and Joe Hegen-  
deffer, Kansas City Power & Light, owners; Greg Purdon,

Enerfab, and Mike Bray, MOST Trustee, Shelby Mechanical, contractors; and Kyle Evenson, Boilermakers.

Payton noted that 12 different owners were represented at the conference, including 16 individual participants. He said key points of discussion were human performance, the need for more tube welders, projected work hours, Common Arc and the status of the Boilermaker Code (which was unknown by the owners at the time of the caucus but was updated during the plenary conference sessions).

Much of the morning’s discussion focused on the availability and use of tube welders. “Your tube welders tend to be good at lots of things,” Payton said. “You’ve done a good job of creating leaders that everybody wants.”

Conference participants spoke about the use of tube welders for non-tube welding tasks, noting that because they are highly skilled in other areas such as rigging, they are often put on jobs without ever welding tubes.

“We’re all guilty of ordering more tube welders than needed,” said Purdon.

The “stacking” of outages and the problems that stacking creates in manning jobs also was discussed, with Payton explaining that in some areas of the industry power providers are very restricted in what they can do about scheduling.

Payton added that of all the MOST programs, Common Arc consistently gets the most praise among owners he encounters. “It’s an excellent program,” he said.

Looking to the future, Payton spoke about work hours rising through 2018 as utilities seek to upgrade the coal-fired power plants that remain to conform with environmental regulations. He said it does not appear that new fossil-fired plants would be coming online due to those regulations and the possibility of new EPA rules. However, it is likely that work at existing plants would continue “for the foreseeable future.”

During the contractor report, Purdon said his group looked at how money is being spent on MOST programs and one idea that was proposed concerned standardizing job-site orientation. He added that while Boilermakers

have done a good job of recruiting, apprentice levels are down. Contractor caucus participants also expressed their interest in relaxing and standardizing rules for retired Boilermakers working on projects. Consideration would have to be given to ERISA and IRS requirements, it was noted.

BNAP Coordinator Marty Spencer addressed the issue of declining apprentice numbers, stating that there are 900 more apprentices in 2015 over the same period last year.



Speaking for the union, Kyle Evenson stressed the importance of getting help with outage scheduling, observing that while different owners can't legally coordinate outages, they can work directly with business managers.

Evenson also spoke about the need for contractors to do a better job of updating welding certifications, apprentice/helper ratios and the need for owners to give extra attention to unusually low bids to avoid the possibility of bidders using inappropriate crafts for the job (resulting in jurisdictional disputes).

### MARKETING COMMITTEE REPORTS ON RECRUITMENT CAMPAIGN

Three members of the MOST Marketing Committee, IVP Dave Haggerty, IVP J. Tom Baca, and Chris Martin of Atlas Marketing, provided updates on the committee's efforts. Also serving on the committee are Brad Bradford, Chairman, Roger Erickson and Mike McParlan.

Martin walked through the redesign of the primary MOST website, which, he said, would be fully functional in several weeks. The site has a new look, is more mobile friendly, and presents information in a more accessible way.

Haggerty described a new MOST microsite promoting the Boilermaker Code, a marketing presentation for business managers to use when meeting with owners and contractors, and customized marketing reports for business managers.

Baca explained the committee's efforts to support the recruitment of experienced Boilermaker welders. The efforts include using advertising outlets and locations on job boards, social media and digital advertising campaigns.

He said this effort has produced strong "click-throughs," indicating a high level of potential interest. Baca added that the marketing effort will include an outreach to the Hispanic community.



### IT REPORTS ON MBDS RECRUITMENT FEATURE

IT Director Curt Smith and Software Engineer/Architect Ed Jasinski demonstrated the new recruitment function being built into the MBDS.



The mobile-friendly function allows potential recruits to go to a web-based landing page where they can enter information about their skills, experience, phone number and address.

Once a recruit has saved the form, that information is automatically sent via email to MOST Mobilization & Training Representative Jay Brophy for prompt follow up.



Reports can be generated to track recruiting leads and to show the origin of the leads, whether they are from a third party website, Twitter, Facebook, the Boilermakers website, local unions, or other sources. Although the recruitment function is still being refined, nearly 500 leads have already been recorded.▲





