

THE QUARTERLY

WINTER 2017

A PUBLICATION OF THE WALL AND CEILING ALLIANCE



Register For The CONSTRUCTION EXCELLENCE AWARDS Show

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SAFETY

*As a Mirror of Engagement
and Foundation for Success*

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2016 HOLIDAY PARTY, OH DEER



PAGE 12

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THE PATH **AHEAD**



What a good year 2016 was for WACA. I hope 2017 will be at least equally good. With all the rain and snow we experienced early in the year, it certainly lends itself to a good start for Northern California.



Frank Nunes
Chief Executive Officer

I tend to look at the New Year as a fresh beginning, a reset if you will, by putting goals in place. For WACA's continued growth and significance, in 2016 the board of directors reviewed and assessed the association's strategic plan by evaluating and resetting our goals. Along with reviewing the strategic plan, the board refined and modified WACA's mission and vision statements. These assessments were a great exercise that required internal evaluation on who WACA is as an organization, where we're headed and what we need to be for our membership. Out of this process a redefined roadmap materialized for WACA's current and future objectives.

I recently read a quote from a time-management book author, Alan Lakein, "Failing to plan is planning to fail." We cannot predict the future, but having a plan in place with concrete milestones and direction will continue WACA on the right path.

The adjustments to the strategic plan assisted with setting priorities, re-focusing energy and resources, streamlining the way we operate and most importantly setting a precedent for working toward common goals.

We will continue to monitor our practices, including assessing and adjusting the organization's plan as necessary. The reviews are important for the association to stay focused and relevant with our member community and industry.

Having a strategic plan in place, implementing it and revising it periodically I believe will steer us to reach our goals and full potential.

How is your strategic plan working for you?

Have a wonderful and successful 2017!



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THE QUARTERLY

A publication of the Wall And Ceiling Alliance

Winter 2017
Volume 4, Issue 1

Wall And Ceiling Alliance
5726 Sonoma Drive
Pleasanton, CA 94566
Office: (925) 600-0475
Fax: (925) 600-0618
communications@wallandceiling.org
www.wallandceilingalliance.org

The Wall And Ceiling Alliance (WACA) is a wall and ceiling trade association that promotes and advocates for the welfare of its members and industry. We support our community by providing vital resources through educational forums, technical assistance, government advocacy, labor relations, industry promotion and unified representation.

EDITORIAL STAFF

Carmen Valencia-Castillo
Marketing and Communications Director

Frank E. Nunes
Chief Executive Officer

Julie Dunaway
Marketing Communications Coordinator

PUBLISHING TEAM

Innovative Publishing
Publisher

Adrienne Vititoe
Editor

Matt Wood
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Samantha Rubsam
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On the cover:

Aerial view rendering of the new UC Berkeley Art Museum and Pacific Film Archive (BAM/PFA).
Designed by Diller Scofidio + Renfro.
Rendering Courtesy of the Regents of the University of California.

SCHOLARSHIP OPPORTUNITIES: INVESTING IN THE FUTURE OF OUR INDUSTRY



Carmen Valencia-Castillo
Marketing and
Communications Director



In the summer of 2016, the WACA board and staff reviewed the association's strategic plan, which included evaluating our current services and benefits to membership, and industry promotion. One idea that was in progress and launched from the strategy meeting was providing more support to our younger construction community.

I am pleased to announce WACA is investing in the next construction generation by supporting higher education. We have created scholarships for students currently enrolled in a four-year university pursuing a degree in the disciplines of construction and design.

Scholarship criteria will be based on a variety of attributes, which includes composing an essay on why the scholarship is deserved. To increase involvement with the higher education systems, we are working with Northern California universities to find the right recipients for the scholarships.

A scholarship committee was formed to set the scholarship criteria and guidelines, evaluate applications and select recipients. If you're an active member and would like to join the scholarship committee, please email me at carmen@wallandceiling.org.

We encourage membership to spread the word of these scholarship opportunities and encourage students to apply. Scholarship applications and guidelines can be found on our website — or can be obtained by emailing Julie Dunaway at julie@wallandceiling.org.

Scholarship recipients will be invited to our Construction Excellence Awards Show to receive the scholarship certificate and be recognized for the accomplishment. We look forward to expanding our annual CEA event from recognizing excellent construction projects to also showcasing students who are invested in the future of our industry.

We hope to see you at CEA!

CALENDAR OF EVENTS

MARCH 15-18, 2017

SUBExcel

Denver Marriott City Center
Denver, Colorado

MARCH 26-30, 2017

AWCI Annual Convention

Mandalay Bay Resort & Casino
Las Vegas, Nevada

MARCH 29-30, 2017

AWCI INTEX Expo

Mandalay Bay Resort & Casino
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MAY 4-6, 2017

NWCB Convention

The Coeur d'Alene Resort
Coeur d'Alene, Idaho

JUNE 8, 2017

WACA 2017 CEA Show

Fairmont San Jose
San Jose, California

JULY 28, 2017

WACA 2017 Wall & Ceiling Expo

Alameda County Fairgrounds
Pleasanton, California



2016 End of Year **Legislative Report**

"We also brought home victories in the areas of protecting contractors..."

by Eddie Bernacchi, Politico Group
As of December 1, 2016

The California Legislature wrapped up the 2016 legislative session on August 31, sending many bills to the governor's office. Gov. Jerry Brown spent the following month reviewing over 1,000 measures. When the dust settled, it was clear our industry had an incredibly successful 2016 legislative session.

Our biggest win came in the form of passing meaningful public works change order reform, AB 626. Tackling the inequity in the public works change order process was the top legislative priority of our industry. We also brought home victories in the areas of protecting contractors from improper disgorgement with AB 1793 and AB 2316, and expanding and improving the skilled and

trained workforce requirements, using bills AB 2551, SB 693 and SB 957.

In addition, much of our time was spent amending or attempting to defeat legislation that would have had a negative impact on our industry. We were successful in this area as well. This is evident in the neutralizing of SB 465, a measure that would have required contractors to report all settlement agreements to the Contractors State Licensing Board, and another, SB 885, intended to provide that a design professional would have no duty to defend claims against other persons or entities until the design professionals degree of fault was determined by a court. Many additional harmful bills were also either killed or amended to protect our contractors.

For a brief summary of all 2016 industry bills that were passed into law, please visit WACA's website www.wallandceilingalliance.org; under the "News & Magazine" tab, click on "Political Action Alerts" to review the 2016 End of Year Legislative Report.

The complete text of 2016 legislation can be found on the Politico Group's website, www.politicogroup.com. Look under "Find a Bill" in the quick links and enter the bill number. All of the newly enacted laws became operative January 1, 2017, unless otherwise noted.

If you have any questions or would like additional information, please contact the Politico Group by email at bernacchi@politicogroup.com or by phone at (916) 444-3770.

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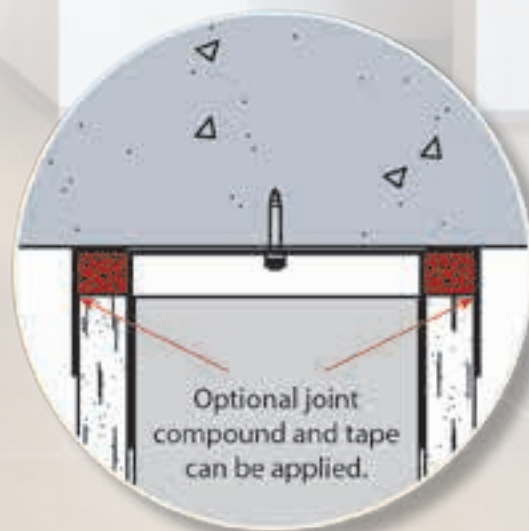
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Welding Information and Procedures Workshop



Continuing to serve contractor members in vital and practical ways, the Wall and Ceiling Bureau (WCB) offered not one but two free technical workshops in January.

On January 12, WCB hosted the workshop **“Welding Information and Procedures,”** presented by Tony Hernandez, district coordinator at the Hayward Training Center for the Carpenters Training Committee. Hernandez has extensive expertise in the field of welding. He has been a certified welder for over 20 years, a certified welding inspector for nine years and a writer of welding procedure specifications for signatory contractors. Held at the WCB Building in Pleasanton, California, this workshop helped deepen attendees’ understanding of welding and related procedures.



What Workshops Would You Like to Attend?

WCB exists to support the construction community through technical assistance. Members, we would like to know what educational classes would benefit contractor businesses and help employees improve their technical specialties.

We are working on the 2017 educational calendar and look forward to hearing suggestions for workshops. Send ideas to Ben Duterte, technical director, ben@wcbureau.org, (408) 500-2309, or Mike Nonn, technical adviser, mike@wcbureau.org, (925) 337-9706.

WHAT MEMBERS ARE SAYING ABOUT THE WORKSHOP...

“I’m here to learn more about the submittal process and the technical aspects of welding.”

-Robert DeRoss, Project Manager at Anning-Johnson Company

“I’m a lather by trade. As General Superintendent, I have to make sure the Project Manager understands [the job] properly, and I have to make sure the job itself is set up properly. I want to learn the material better and get the refresher on it. Attending this workshop will help me learn the language better, and talk better with the structural engineers as well. Ideally all of this will help with increasing my responsibilities down the road.”

-Brian Sanders, General Superintendent at KHS&S Contractors

“For myself and my colleagues, the workshop is a great opportunity to further our knowledge for the projects ahead. Knowing more will also absolutely help with gaining more responsibilities or a promotion in the future.”

-Greg Atwood, Project Engineer at Standard Drywall Inc.

“I’m ignorant to the subject of welding information, so I choose to attend this workshop to educate myself as much as possible.”

-Kirk Williamson, Safety Director at Giampolini



New Year, Time For a Safety Program Checkup

by Chris Lee, WACA Safety Consultant

With 2017 underway, employers are advised to check two key elements of their safety programs: the Injury and Illness Prevention Program and the Heat Illness Prevention Program.

It's crucial to a business that the Injury and Illness Prevention Program and the Heat Illness Prevention Program are established and reviewed to ensure the programs adhere to applicable regulations.

Injury and Illness Prevention Program (IIPP)

For over 20 years, Cal/OSHA has required employers to establish and maintain a written Injury and Illness Prevention Program (IIPP) specific to operations. For the construction industry, the IIPP applicable regulation is California Code of Regulations, Title 8, Section 1509.

Section 1509 requires the IIPP program to be consistent with General Industry Safety Orders at Title 8, Section 3203. Section 1509 further requires several more steps. First, the employer must adopt a code of safe practices that relates to the employer's operations. Second, the code must be posted at a conspicuous location at each job site office or be provided to each supervisory employee who shall have it readily available. Third, periodic meetings of supervisory employees shall be held under the direction of management for the discussion of safety problems and accidents that may have occurred. Lastly, supervisory employees shall conduct "toolbox" or "tailgate" safety meetings with their crews at least every 10 working days to emphasize safety.

The following eight elements should be addressed in the IIPP:

1. Responsibility
2. Compliance
3. Communication
4. Hazard assessment
5. Accident/exposure investigation
6. Hazard correction
7. Training and instruction
8. Recordkeeping

As in other program areas, Cal/OSHA has tools to assist employers in complying with regulatory requirements. To view Section 1509 online, visit www.dir.ca.gov/title8/1509.html.

Section 1509 Contains the Following Useful Tools

- Pocket Guide for the Construction Industry
- Prevention Model Program for High Hazard Employers
- Workplace Postings
- Tailgate/Toolbox Topics: Setting up a Tailgate/Toolbox Safety Meeting

Members interested in checking their IIPPs for consistency with Cal/OSHA regulations can access the above link and click on "Prevention Model Program for High Hazard Employers." This model program was prepared for a wide range of employers to provide the essential framework required for a successful IIPP.

The model program requires the IIPP administrator to carefully review the requirements of all eight subject areas, complete the appropriate blank spaces and check items applicable to the business. Sample forms for hazard assessment and correction, accident/exposure investigation and worker training and instruction are provided.

Heat Illness Prevention (HIP) Program

In 2005, California became the first state to adopt an emergency regulation to address the hazards of working in hot, outdoor environments.



The IIPP applicable regulation is California Code of Regulations, Title 8, Section 1509.

California Code of Regulations, Title 8, Section 3395 applies to all outdoor places of employment with special high-heat procedures applying to the construction industry (as well as agriculture, landscaping, oil and gas extraction, and selected transportation activities delivering agricultural products and construction materials).

The critical elements of an effective HIP Program are:

- Procedures for providing sufficient water
- Procedures for providing access to shade
- High-heat procedures
- Emergency response procedures
- Acclimatization methods and procedures

California Code of Regulations, Title 8, Section 3395 applies to all outdoor places of employment with special high-heat procedures applying to the construction industry.

As the regulation was amended effective May 2015, employers need to ensure their program is consistent with those changes. The following is a link to an electronic tool prepared by Cal/OSHA: www.dir.ca.gov/dosh/etools/08-006/index.htm. This tool contains the current version of Title 8, Section 3395 as well as "Employer Sample Procedures for Heat Illness Prevention."

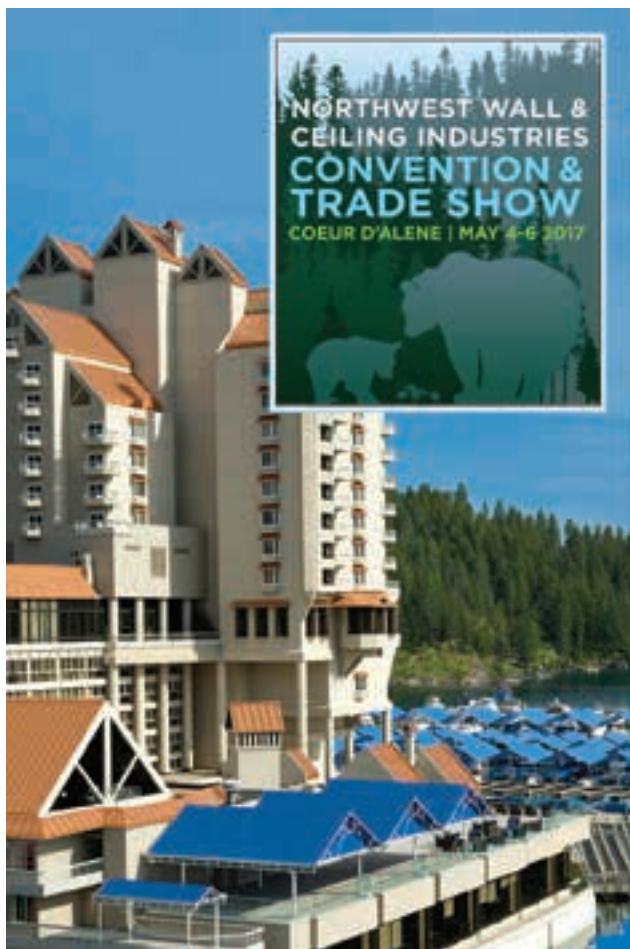
Cal/OSHA Enforcement Procedures

It is important to remember that should a Cal/OSHA enforcement inspection occur, the compliance officer will undoubtedly provide a document request for, among other documents, the IIPP, safety inspection records, employee training records, safety committee meeting minutes and the HIP Program.

Should you receive this request, be certain to provide the documents by the postmark date noted on the top right-hand section of the request. If the copies are not provided by that date, Cal/OSHA will interpret this action as an admission that the documents do not exist. After this point, citations and penalties could result.

Affirming compliance with these two safety programs will help keep your business current with the regulations for your construction specialty.

Chris Lee can be reached at ccarlee@sbcglobal.net or (510) 821-0242 with any questions.



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2016 HOLIDAY PARTY, OH DEER

On December 10th, golden reindeer and red plaid decorated the Fairmont Hotel's Grand Ballroom for a holiday celebration. More than 400 guests celebrated the season. Wonder Bread 5, a very popular band on the West Coast, played many current hits as well as classic party tunes from the '70s, '80s and '90s. The band delivered on its reputation and kept the dance floor packed all night with a fantastic performance, while dressed in red plaid suits to match the party's theme.

Judy Hevenly provided psychic entertainment by telling guests' fortunes for 2017. Lawrence Lemon, the magician and mentalist from last year, was also present to entertain guests. Another special treat for our guests was the interactive photo booth, where attendees enjoyed posing for the camera and could take home copies of their pictures as souvenirs of the festive night.

Dinner entrées included a duet of hickory mushroom crusted beef tenderloin and free-range thyme chicken, with a roasted sweet corn risotto. Alternating desserts of eggnog cheesecake, brandy crema black forest mousse dome and caramelized bosc pear compote tempted guests at the end of the holiday meal...yum!

We gave away a \$50 VISA gift card to one guest at each table. Each gift card winner also got to take home a golden reindeer centerpiece!

WACA is grateful to sponsors who were very generous in their support of the Holiday Party. It's due to them that we're able to host and grow this event.

Pictures of the event are available on the website via the Photo Gallery page at www.wallandceilingalliance.org/photo-gallery.html.

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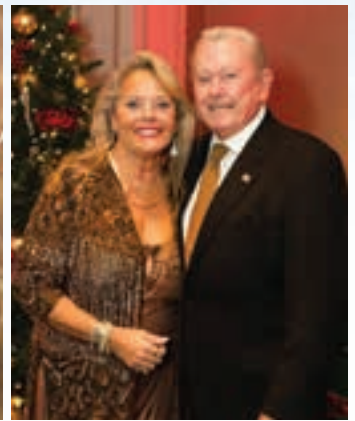


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If you have any questions please contact cisca@cisca.org or (630) 584-1919.

*See you March 26-30, 2017
in Las Vegas!*



Hilti, Offering Innovative Solutions

by Curt Lehman, Interior Finish Trade Manager, Hilti North America



Hilti provides leading-edge technology to the global construction industry. Hilti products, services and software offer construction professionals innovative solutions to help get the job done faster, safer and more productively.

The company's global headquarters is based in the city of Schaan, in the European country of the Principality of Liechtenstein, located between Switzerland and Austria. The Hilti Group employs almost 20,000 people in more than 120 countries around the world who work to create enthusiastic customers and build a better future.

In North America, there are more than 3,000 team members working in sales, engineering, marketing and other support roles. The North America headquarters is located in Plano, Texas.

We excel through top-quality products, direct customer relations and effective marketing. Two-thirds of our employees work directly for the customer in sales organizations and in engineering, which means a total of more than 200,000 customer contacts are made every day.

Hilti offers a full portfolio of products, including measuring (from plumb lasers to robotic total stations), powder- and gas-actuated fastening, screw fastening, firestopping, adhesive/mechanical anchoring, drilling/demo-lition, strut and hanger systems, and diamond coring/cutting.

From the first low-velocity tool in the 1950s to today's complete lineup of time- and money-saving solutions, each major wall and ceiling application is covered by products designed to optimize the work of the installer. Add to that best-in-class services, such as Hilti's 20/2/1 warranty, Tool Fleet Management and innovative software solutions, such as On!Track Asset Management and Hilti Button for Firestop. Combined with the support of engineering, fire protection and measuring specialists, it is easy to understand why Hilti has



grown to be the brand of choice for interior finish professionals.

Our company has a unique business model where approximately 1,500 account managers, field engineers and fire protection specialists in North America are on the job and in contractors' offices every day. These field resources are complemented by more than 300 customer service representatives who help our partners increase their productivity, safety, quality and bottom line. The Hilti Group reinvests over \$250 million of our overall revenue each year into the innova-

tion of future products, services and software to continue the advancement of the construction community.

Within the community, WACA's member events provide us networking opportunities to build relationships with other members in the interior finishing trade. Our customers drive our innovation, and partnering with WACA and membership allows us to demonstrate how we can increase the productivity of member contractors. Through this partnership with WACA, we can more widely demonstrate that Hilti provides creative solutions to daily



launched the world's first battery-actuated direct fastening tool for concrete and steel, the BX 3. Just as gas-actuated and powder-actuated tools did in the past, the BX 3 is taking our industry to the next level by offering a direct fastening tool that no longer requires a propellant, gas or powder. Using this new direct fastening tool means no more cartridge strips or gas cans lying around the job site, which eliminates associated risks and the possibility of Occupational Safety and Health Administration fines. Additionally, the BX 3 operates on Hilti's 22v platform, so the customer can easily change the battery out for any of our 22v tool portfolio. This portfolio includes our SD 4500-A cordless collated screwdriver and our soon-to-be-launched SCO 6-A cordless cutout tool, as well as over 20 other cordless tools.

problems on the job site. For example, Hilti's participation at the WCB Expo allowed us to showcase our latest pipeline of products, software and services.

We pride ourselves on bringing innovation derived from customer input to the industry, just as we did nearly 70 years ago with the introduction of the world's first low-velocity direct fastening tool, the DX 100. In 2016, we

Hilti truly is a great place to work, as evidenced by the honor of being recognized by respected publications such as the following:

- **Fortune magazine:** Hilti was recognized as one of 2015's Best Workplaces, ranked number 89 on *Fortune* magazine's "100 Best Companies to Work for."
- **Selling Power magazine:** In addition to recognition from *Fortune* magazine, Hilti has been ranked in the top 10 for the past



11 years in the "Top 10 Companies to Sell For in the U.S." by *Selling Power* magazine.

- **Great Place to Work®:** After surveying more than 88,000 millennials, Great Place to Work® and *Fortune* have recognized Hilti as the 55th best company to work for millennials, up 13 spots from last year. To compete for top talent and ensure Hilti's long-term success, the company must prepare to appeal to and engage this unique generation of employees.

Hilti stands apart from the competition because of our people, our culture and our innovation. They are the foundation of our success. Interior finish professionals can benefit from the company's long-standing commitment to the industry.

To learn more, please email Curt Lehman at curtis.lehman@hilti.com or visit www.us.hilti.com.

2017 ADVERTISING OPPORTUNITIES IN *THE QUARTERLY MAGAZINE*

With *The Quarterly*, wall and ceiling contractors throughout Northern California have a valuable resource for the news and information they need to know — straight from the association that's looking out for its members' best interests.

If your company serves these contractors, there's no better ad space opportunity for you than *The Quarterly*! Be sure to ask about members-only rates. Get noticed — advertise with WACA today!

Ad space opportunities are available in the following sizes:

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Anning-Johnson Company

by John Sytsma, Vice President, District Manager



How long has Anning-Johnson Company been in business?

Anning-Johnson has been in business for 76 years.

How and when was the business started?

Anning-Johnson Company originated from a partnership called The H.E. Anning Company, which was formed September 1, 1940 in Chicago. The company installed acoustical ceilings and poured gypsum roof decks in the Chicago area. The partnership shortly became the Anning-Johnson Company. It was controlled by Harold E. Anning, who had been general superintendent for the United States Gypsum Company and Ernest B. Johnson, U.S. Gypsum's industrial division sales manager.

In 1942, the company opened its first branch office in Washington, D.C., known as the E.B. Johnson Company. In 1943, the company promoted the use of a poured gypsum roof on the Gaseous Diffusion Atomic Energy Plant in Oak Ridge, Tennessee. This 2.5 million-square-foot project still remains the largest roof deck job on the company's books, and in effect launched the Anning-Johnson Company.

How many employees does Anning-Johnson have?

Anning-Johnson has approximately 1,500 employees and labor force nationally. Eight offices exist across the country: Atlanta, Chicago, Las Vegas, Los Angeles, Portland, San Francisco, Seattle and Washington, D.C. The Northern California branch first opened in Burlingame in 1961 and later moved to its current location in Hayward in 1989. Locally, we have about 450 field and staff employees.

What geographic areas are covered?

Our branch typically operates in the greater San Francisco Bay Area. However, we have completed work throughout all of Northern California and Nevada, and on a national level in Washington, D.C., Atlanta, Chicago, Portland and Seattle.

What is Anning-Johnson's specialty?

We specialize in metal studs, drywall, structural framing, EIFS, lath and plaster, fireproofing, structural metal decking and rain screens.

What sets the company apart from the competition?

In 1949, Anning-Johnson Company took a significant step by offering company stock to a select group of 10 employees. This action was significant for the business, as it set the stage

for total employee ownership which has proven vital to the company's growth and success. To this end, every employee has an opportunity to be an owner and feel invested in the organization. When you own a part of something you take care of it — we refer to it as "having skin in the game." This business strategy is what has made Anning-Johnson a very unique and successful organization.

Can you speak to the importance of being a WACA member/contractor?

Having served on the board for the last four years, I have gained a newfound respect for what WACA provides to its members. Negotiating fair labor agreements, identifying and sharing industry trends and best practices, providing technical support with its technical division — the Wall and Ceiling Bureau —

Exterior of the Berkeley Art Museum and Pacific Film Archive



and promoting union contracting throughout Northern California are just a few benefits members receive from the association.

What special projects is Anning-Johnson working on?

We are currently working on three major projects in San Francisco: the Salesforce Tower at 62 stories, 181 Fremont at 55 stories and the Mission Bay Block 1 (One Mission Bay) project located across from AT&T Park.

Are there any particular achievements the company has been recognized for?

Our Construction Excellence Awards (CEA) from WACA go back all the way to 2011, the first year WACA began the awards. That first year, Anning-Johnson won a CEA for Retail Exterior and also for Residential Exterior. Since then, we've received CEAs in 2012, 2014 and 2015. Most recently, Anning-Johnson earned the 2016 CEA for Institutional Interior for the Berkeley Art Museum and Pacific Film Archive project. We also received AWC's Excellence in Construction Quality Award 2008 for the Jewish Contemporary Museum.

Interior of the Berkeley Art Museum and Pacific Film Archive



Is there anything else we should know about Anning-Johnson?

Yes — our philosophy, and how it's helped contribute to our long-term success. We've found that employees like autonomy. If you set the direction, provide them with the resources, then give them the responsibility

and authority to make good decisions, the results generally end up being favorable to the company. Anning-Johnson is proud of how hard our employees worked to make it the company it is today.



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- ★ Can't-miss exhibits
- ★ Product showcases
- ★ Seminars led by industry experts
- ★ Live demonstrations

Who Should Attend?

Architects, designers, building officials, contractors, general contractors, suppliers and dealers, manufacturers,

industry professionals, and architectural and construction management students — or anyone interested in the wall and ceiling industry!

Why Should You Attend?

This event provides an opportunity to connect with peers and get the most up-to-date information in the wall and ceiling community.

Want to Exhibit?

Get your company noticed! Booth space is available. Booth fee: \$500. Download the exhibitor registration form at www.wallandceilingalliance.org, or email Ben Duterte, ben@wcbureau.org/Mike Nonn, mike@wcbureau.org.

For more information on the Expo, contact Ben Duterte at (408) 500-2309 or Mike Nonn at (408) 337-9706.

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JUNE 8, 2017

The awards show honors contractors that have performed exceptional wall and ceiling work in our community. CEA recognizes the technical merit and workmanship of contractors' skilled labor force, of large and small companies alike.

Suppliers of winning projects are also recognized!

TIME

4:00 p.m.

Registration & Cocktail Hour

5:00 p.m.

Awards Show & Dinner

LOCATION

Fairmont San Jose Hotel

170 South Market Street

San Jose, CA 95113

TICKETS

\$65 pp

Event Registration

Closes June 1

Register online through our website's Calendar of Events page:

www.wallandceilingalliance.org

Support our wall and ceiling industry by sponsoring CEA!

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Contact Carmen Valencia at carmen@wallandceiling.org to reserve your sponsorship!

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GOLD SPONSOR \$1,500

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SUPPORTING SPONSOR \$350

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

by Mark Breslin, Breslin Strategies, Inc.

What is Safety?

A set of rules and practices? An organizational value? An individual responsibility? A set of metrics that indicate performance? Risk management and the costs and benefits? Probably all of those, but also something a little less visible, I think. Safety is a reflection of the level of engagement that your employees from top to bottom bring to the organization. It is, without question, the most common rallying cry that bonds and unites people in the construction workplace. But it is also the foundation upon which engagement is built. And the effort has some unusual roots based in the following case study.

In 1987 Alcoa Aluminum was in trouble. It was an organization that was underperforming at every level internally and suffering in the marketplace. Productivity was poor. Quality was poor. Clients were not happy. And the answers that had been enacted to date were ineffective. Along came a leader with a new set of ideas. One that was based on the idea that if you could find a rallying point for everyone, that intersection of belief and buy-in could serve as a

cornerstone for progress in all other areas. The CEO Paul O'Neill sifted through recommendations of the many senior level executives — and came away headed in a totally different direction. Instead of focusing on manufacturing processes, quality initiatives or productivity enhancement, he decided that the starting place would be safety. When he announced this, the market punished him and major brokerages all went to a Sell recommendation.

Many were left scratching their heads wondering if this leader was crazy — a broken company is starting with safety to rebuild itself? But he was on to something powerful. One year after he made that speech to investors, the company hit record profits. By the time he retired 13 years later, the company had increased profits 500 percent (see his presentation on Safety as the Keystone Habit on YouTube).

It turns out that having a common vision and objective was exactly what the company needed. It was the glue that bonded labor and management. It was a clear indicator by the company that they cared about their employees' health and welfare. It was a brilliant, simple and effective foundation upon which to build. And build they did.

O'Neill had a vision of unifying everyone. Something that everyone could believe in. Something everyone could get behind. Something that benefited everyone.

Alcoa, in a relatively short time, built a culture of safety, but also a culture of unity and belief. Most importantly though, it built a culture of engagement. Engagement in the workplace is what leads to buy-in and commitment. It is the door you have to open for your employees to voluntarily walk through. It is the opportunity to participate and more importantly, contribute. It is this opportunity that we are achieving at a remarkable pace in our industry today.

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

This lesson is vitally important as we continue our efforts to attract young people to our industry. Generation X and especially millennials are seeking engagement as a primary element of their workplace experience. Engagement, even more than money, is the currency of retention. It is the effort made by companies today to show they care and that they want and need input and participation by everyone in the workplace.

I think there are lessons to be learned and applied here. There are many other areas of jobsite focus for which we can use our "safety engagement" expertise toward great dividends. But those are secondary to asking these questions over and over again, "How do we engage our people? How do we obtain their buy-in and commitment? How do we tap their talent and discretionary effort? How do we build off of safety to reap long-term rewards?"

Take a big picture look at safety, engagement and culture. Think about how Alcoa bridged the safety focus to company performance. Ask yourself, what are we doing that works amazingly well and how can we leverage it in other areas of our business? Engagement once gained is a powerful tool. Let's be visionary in how we build the industry of the future based on the hard lessons learned on our way to today's safety excellence.

Reprinted with minor edits from the Construction Users Roundtable Newsletter, November 2016.



STAY IN THE KNOW

► CEO of WWCCA Retires

Ian Hendry, former CEO of the Western Wall & Ceiling Contractors Association (WWCCA) has retired. This February he stepped down after nearly 33 years of serving the association. The WWCCA board has selected Albert Carrillo as his replacement. Carrillo began his construction career as a plasterer and then spent many years as regional sales manager for Dryvit Systems. He then joined the WWCCA staff in 2008 as manager for the opening of the Arizona office. Hendry has reached an agreement with the WWCCA board to remain an advisory board member and consultant. Our gratitude to Ian Hendry for his decades of service to the wall and ceiling community.

► Plexxis Wins Innovation Award

Plexxis Software has won the Association of the Wall and Ceiling Industry's (AWCI) Excellence in Construction Innovation Award 2016. Plexxis ERP software — specifically designed for the wall and ceiling industry — unites the entire company using role-specific features designed on a single-source collaborative platform. It provides every department with instant, real-time access to all critical information from anywhere at any time, without any application programming interfaces to support or extra databases to maintain. It is a software that can reduce administrative labor costs 20 to 30 percent. Congratulations to Plexxis Software for this nationally recognized achievement.

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★ American Express

American Express (Amex) is a global services company that provides customers with access to products and experiences that enrich lives and build business success. Amex makes it easier and safer for consumers and businesses to purchase the things they need and for merchants to sell their goods and services. The business provides innovative payment, travel and expense management solutions of all sizes. Amex helps customers realize their dreams and aspirations through industry-leading benefits, access to unique experiences, business-building insights and global customer care. Amex strives to enable its customers to do more and achieve more. For questions regarding Amex services, please contact Jordan Richards, global commercial payments at (415) 412-5642 or jordan.d.richards@aexp.com.

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THE VOICE OF THE WALL AND CEILING INDUSTRY

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Apply for membership online by going to www.wallandceilingalliance.org or contact Carmen Valencia at carmen@wallandceilingalliance.org.



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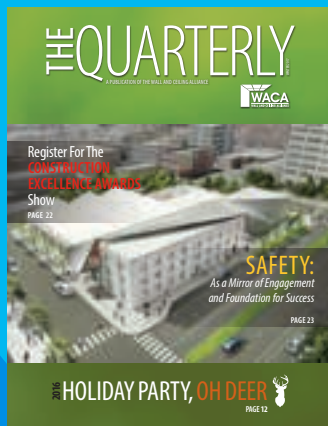
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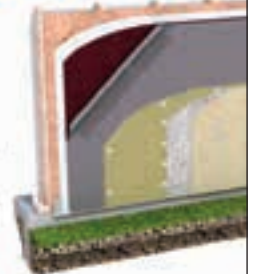
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