

**THE CONSTRUCTION USERS ROUNDTABLE**  
**TRIPARTITE INITIATIVE REPORT**

**EXECUTIVE SUMMARY**  
**and**  
**Approved Recommendations for Action**  
**by Owners, Contractors and Trade Unions**  
**Relative To**  
**Extended Overtime, Absenteeism**  
**and Work Disruption Issues**  
**In U.S. Construction Industry**

**JUNE, 2004**

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**THE CONSTRUCTION USERS ROUNDTABLE TRIPARTITE INITIATIVE**  
**EXECUTIVE SUMMARY**  
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**I BACKGROUND**

The Construction Users Roundtable (CURT) is an association of nearly 50 major owners in the construction industry who collectively spend over \$95 billion annually on construction and maintenance projects. CURT is widely recognized as "the voice of the owner to the construction industry." While CURT continues to fulfill that prestigious role to others, it also spends considerable effort educating and promoting cost effectiveness to the entire US owner community.

To accomplish the objective of promoting cost effectiveness, CURT established a series of task forces to address such issues as safety, productivity, best practices, work force development and industrial relations. As a part of its industrial relations effort, in January of 2003, CURT organized a never-before-seen forum of industry leaders from organized labor, national trade associations and the owner community. The result was the development of the CURT Tripartite Initiative (CTI).

The mission of CTI is to improve the cost effectiveness of the organized construction industry through meaningful dialogue, collaboration, and mutual commitment to positive change for owners, contractors and building trades unions. The intent of CTI is to identify those areas, which if improved, will result in lower project costs for owners, more jobs for the trades and more profitable jobs for the contractors. The owner members of CURT firmly believe that enormous amounts of capital, talent, and effort expended on the construction of plants, facilities and buildings are not being used effectively and that changes must be made.

While this is an owner driven initiative, it is CURT's position that contractors and building trade's leaders must be engaged as full partners in defining the fundamental problems and finding solutions to challenges in the organized sector of the construction industry. The President of the Building and Construction Trades Department, AFL-CIO, and the General Presidents of their member-unions, along with the major contractor associations, have fully endorsed the initiative and are actively participating. Contractors include: The Associated General Contractors of America (AGC), Mechanical Contractors Association of America (MCAA), North American Contractors Association (NACA), National Electrical Contractors Association (NECA) and Sheet Metal and Air Conditioning Contractors National Association (SMACNA).

**II APPROACH**

The CURT Tripartite Initiative (CTI) began with a facilitated meeting among the participants to identify those areas, which if improved, would result in immediate positive change. Twenty-three different subjects were examined, discussed and prioritized. Four major areas were selected for improvement and resulted in the formation of four initial subcommittees. Three initial topics for exploration were: the elimination of work disruptions, reduction in absenteeism and the effective use overtime. In addition, a fourth subcommittee dealing with productivity was developed. Members of the Productivity Subcommittee were asked to measure the impact that implementing these recommendations will have on project cost.

Each subcommittee is populated with owners, contractors and building trades union representatives. Their role is to study each problem area with extensive surveys and existing data and develop recommendation that all three parties can implement to drive change. Prior to publicizing the reports, the recommendations they contain must be unanimously approved by the entire 22 member plenary committee.

**III COMPELLING REASONS FOR TRIPARTITE COOPERATION**

**This is the first time in the history of the construction industry that leaders at the national level from the three major sectors have agreed to drive change that benefits everyone.** This is clearly an owner driven initiative and the compelling reasons for CURT to drive such an important process is becoming increasingly obvious.

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First, owners are facing tremendous pressure to reduce capital cost as business becomes more competitive. Further, they are forced to build more advanced facilities in less time often competing with other venues around the world.

Second, owners must function with internally reduced staffs. In addition to less staff, their responsibilities are now global as more and more construction projects emerge globally. One owner put it rather succinctly, "I have over 130 projects worldwide with a total value of nearly \$4 billion dollars. I no longer have the time or the staff to become a "rope" in contractor-labor tugs of war."

Third, the construction business environment has become uncompromising, competitive, difficult and unpredictable. What owners need from the industry is tripartite cooperation that achieves real and lasting change and a measurable return on investment. Only by working together can we create a win-win for all the parties involved.

#### **IV INITIAL RESULTS**

Over the last year and a half CTI has taken a number of important steps to improve the efficiency of the industry, reduce costs and improve the competitiveness of the US construction industry. Additionally, participants of CTI will continue to look for other areas where efficiency can be improved and costs, in both money and time, can be reduced. This landmark project, if implemented, can have major cost savings implication for the industry while improving the competitiveness of contractors.

**The Curt Tripartite Initiative (CTI) is pleased to announce the first set of recommendations on three major industry topics: Extended Overtime; Absenteeism; and Work Disruptions.**

### **EXTENDED OVERTIME REPORT**

#### *The Objective:*

**Reducing the use of extended overtime on U.S. construction projects will improve cost effectiveness and benefit all owners, contractors and building trades. More cost effective construction projects will be more competitive and result in increased market share.**

#### *The Status:*

Extended overtime is using more than 40 hours per week for more than two consecutive weeks. Extended overtime is frequently used to meet tight project targets from owners, make up for late changes and project delays, and attract skilled labor to a project.

Some owners and contractors consider extended overtime as a standard approach, necessary and required to meet the demands for faster schedules or to staff their projects.

#### *The Problem:*

The use of extended overtime significantly increases the cost of construction projects leading to reduced investment in capital projects in the U.S. and increased foreign competition.

Extended overtime on construction projects increases costs and, reduces labor productivity, increases the risk of injuries and fatalities, and increases absenteeism and turnover. With premium wage rates and reduced productivity, the total cost impact of extended overtime can increase project labor costs by more than 80%.

In addition, using extended overtime on large projects creates disruption for the local labor market as it incurs higher costs to compete for skilled crafts.

#### *How Extended Overtime Can Be Reduced:*

Many projects are completed successfully without the use of extended overtime when owners and contractors require project teams to use better alternative approaches to meet project objectives right from the start. Effective front-end planning combined with a "just say no" policy on extended overtime can be an effective method for limiting overtime and saving costs.

Extended overtime should never be a "first choice" option. The goal is to make extended overtime an option of "last resort."

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## **RECOMMENDATIONS**

**To reduce the reliance on overtime on U.S. construction projects, CTI recommends that all owners, contractors and building trade union leaders take a strong stand against the use of extended overtime.**

**CTI recommends that all participants in this initiative need to:**

- Establish a policy which restricts the use of extended overtime.
- Commit to improved front-end planning of projects which will allow for additional alternatives and reduce late changes and other problems.
- Require management approval before extended overtime is used. Use the approval process to limit the use of extended overtime.
- Require that other alternative approaches be considered before agreeing to extended overtime option.
- Track your overtime usage to provide measures for control.
- Push back on others—owners, contractors and unions need to work together to make significant change—challenge the requirements and propose alternatives.

### **Specific recommendations for Owners, Contractors and Unions**

#### **For Owners:**

- Have a clear Corporate Policy against the use of extended overtime for construction projects. Enforce it by requiring management approval before extended overtime can be used.
- Improve the front-end planning of projects to optimize results.
  - Follow best practices for early project development to consistently meet project objectives and minimize late changes
  - Study of alternative approaches to meet objectives without overtime
- Require Contractors to include an estimate of Overtime usage in their bids including an explanation of the cause of the overtime. Consider the information in the bid evaluation.
- Report and track the use of overtime on you projects. Track overtime hours and costs. Like safety, performance measures and goals are important factors in control.
- Participate in Local User Councils to collaborate with other owners in the area, especially during high work load when competition for limited skilled crafts is an issue.

#### **For Contractors:**

- Have a clear Corporate Policy against the use of extended overtime for construction projects. Enforce it by requiring management approval before extended overtime can be used.
- Require that project managers investigate alternative approaches before recommending extended overtime.
- If an owner's schedules are unrealistic, provide information on the cost impact and suggest alternative approaches.
- Effectively manage projects to avoid all delays or schedule slippages.
- Measure and track overtime usage on your projects.
- Collaborate with the building trade unions to staff all projects without the use of overtime to attract skilled trades. Communications and pre-job planning are essential.

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**For Unions:**

- Work with contractors to provide sufficient skilled crafts for all projects. If local shortages occur, develop alternatives.
- Measure and track overtime usage.

These techniques have been proven by many owners, contractors and unions who have completed their projects without extended overtime. While making significant change may appear difficult or impossible, these methods have resulted in successful projects with limited overtime for special causes.

**FOR MORE INFORMATION ON HOW TO ELIMINATE EXTENDED OVERTIME**

The complete CTI white paper report on Overtime with background research on the effects of extended overtime on construction projects is available online at The Building and Construction Trades Dept., AFL-CIO at [www.bctd.org](http://www.bctd.org) or Construction Users Roundtable at [www.curt.construction.com](http://www.curt.construction.com) or The Associated General Contractors of America at [www.agc.org](http://www.agc.org) (At AGC site, enter search: "Construction Users Round Table Tripartite Initiative" )

Unions and their members do not support the use of extended overtime. Their principle is "fair days wage for a fair days work." Most union members would prefer not to work on projects with extended overtime.

They prefer to have sufficient time allowed for family and other interests. Unions also recognize that extended overtime increases the risk of accidents.

The ResourceMaterials Kit also includes:

A one-page guideline on the use of overtime

Best Practices for Owners, Contractors and Unions for avoiding extended overtime

Suggested alternate approaches to accelerate schedules without extended overtime

Suggested alternate approaches to attract skilled crafts to projects without extended overtime

Draft of Company policies and procedures for avoiding overtime usage

Guidelines for effective use of overtime for short-term projects.

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**REDUCING ABSENTEEISM REPORT***The Objective:*

**Owners, contractors, trade unions and craft workers must share responsibility for reducing the high levels of chronic, unexcused, and excessive absenteeism that adversely affects the construction industry.**

CTI solicited and received feedback and recommendations from all stakeholders, including 43 owners, 76 contractors and 278 local unions, on identifying and dealing with the root causes of absenteeism on multiple projects.

*The Status:*

Legitimate absences due to health and family well-being are recognized as unavoidable and excused. However, chronic, unexcused and excessive absenteeism continues to be a serious problem in the construction industry and has a negative impact on owners, contractors and trade unions. Absenteeism fluctuates from site to site, and contractor to contractor, and is influenced by many variables: volume of work, overtime, location, proximity to weekend or holiday, attitude of craft worker, job conditions, and health and family needs.

*The Problem:*

The industry has struggled with the problem of absenteeism for many years with little progress. The CTI survey results confirm what studies conducted 20 years ago indicated: only a small fraction of the work force is apparently responsible for most of the absenteeism.

Demographically, apprentices and younger workers have higher absenteeism on most projects; local residents are absent significantly more than "travelers"; those working day shift are absent slightly more than fellow workers on swing shift; and projects in urban areas and on overtime have greater absenteeism. Absenteeism correlates to long weekends and long holidays breaks.

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**Owners and contractors** indicate that absenteeism most negatively affects projects in the areas of cost, productivity, and schedule. Absenteeism can also affect turnover, employee morale, performance of critical tasks and work area density.

- A Business Roundtable Report on Absenteeism constructed a formula for determining the increased costs associated with absenteeism. It concluded that a movement in average absenteeism from 5% to 10% on a hypothetical 100-person project adds 7 1/2% to labor costs. For each 1% increase in daily absenteeism, there is a corresponding 1 1/2% increase in labor costs.
- Some contractors have used both attendance incentives (in the form of cash or other rewards) and/or disciplinary actions to curb absenteeism. Both strategies have demonstrated some success when applied with fairness and consistency. However, these strategies are not utilized industry-wide.

**Unions and craft workers** are most adversely affected by absenteeism on two fronts: health and welfare concerns and credibility.

- When a craft worker is absent no health and welfare contributions are made on his/her behalf while off. The craft worker can still make claims for medical coverage while absent from work. This situation has a negative impact on the union health and welfare funds already under financial strain.
- Absenteeism diminishes the craft worker's credibility with owners and contractors. This weakens a union's ability to maintain or expand its market share when its members have a record of chronic and excessive absenteeism.

### **RECOMMENDATIONS**

**To reduce the negative impacts of chronic, unexcused, and excessive absenteeism on U.S. construction projects, CTI recommends that all owners, contractors and building trade union leaders adopt a "zero tolerance" for this behavior.**

#### **CTI recommendations:**

##### **For Owners:**

**Demonstrate serious commitment to the recommendations contained in this report.**

- Distribute copies of this report on CD throughout the owner community
- Insist that contractors, unions, and craft workers adhere to the recommendations in this report
- Let the contractors and unions know the owners positions on absenteeism issues
- Treat absenteeism as a serious economic issue.
- Promote standard absenteeism language with the contractors in Project Labor Agreements and collective bargaining agreements.
- Insist that contractors minimize the use of excessive overtime, one of the many causes of chronic absences.

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**For Contractors:**

**Exhibit an unwavering commitment to the enforcement of absenteeism policies and programs.**

- Develop standard language in Project Labor Agreements and collective bargaining agreements for dealing with absenteeism.
- Establish a project policy on absenteeism and consistently enforce it from the start of the project.  
**(The most common disciplinary policy among CTI survey respondents included three steps: (1) Verbal warning, (2) written warning, and (3) discharge.)**
- If a craft worker is discharged for absenteeism, **state that the reason for discharge is absenteeism.** Do not use another reason, such as “layoff” on the record.
- State the project absenteeism policy at multiple opportunities: craft employment orientation, pre-job conference, craft tool box meetings, and other craft briefings. Ensure each craft has signed an acknowledgment of the site absentee policy.
- Train the craft supervision (superintendents, general foremen, and foremen) on the policy and on the company’s expectation of consistent enforcement.
- Hold the craft foreman responsible for enforcing the absentee policy with the crew(s) under his or her purview, and for motivating his or her crew with regard to fulfilling their employment and safety obligations to their fellow workers and to the contractor. The foreman is the key influencer.
- If incentives are used, tailor them for crew recognition as opposed to individual employee recognition. Utilize positive impact of group enforcement.
- Have an overtime policy tied to absenteeism: if crafts have unexcused absences during scheduled working hours, they will not be allowed to work overtime.
- Ensure the unions are thoroughly involved in the enforcement of a contractor’s absentee policies.

Contractor associations should encourage their member companies to adapt the recommendations of this report.

**For Unions:**

**Do not condone or support members who habitually violate absentee policies and negatively affect their union.**

- When recruiting candidates for apprenticeship and journey person openings, stress the importance of professionalism, taking responsibility for their actions, and how an individual’s action impacts a union’s competitiveness.
- Develop training modules on work ethics, professionalism, and attendance at work for use in apprenticeship training and union leadership training.
- Adopt a “three strikes, you’re out” absenteeism policy for union-wide adaptation. A three-strikes policy would severely sanction a union member after the third violation, up to and including removal from the referral procedure pending action by the Appeals Committee.
- Support the position that absenteeism violates the collective bargaining agreement (CBA). If a craft is expected to work eight hours a day, 40 hours a week, and does not due to chronic, unexcused absenteeism, then he or she has violated the CBA and is subject to internal union discipline.
- Educate union membership on the adverse effects of absenteeism on health and welfare funds and on a union’s ability to maintain or increase market share.
- Discuss absenteeism problems at union membership meetings and with individual union members and share with them messages of concern from owners and/or contractors.

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**For Craft Workers:**

**Take ownership of their behavior and positively influence the behavior of fellow workers.**

- Take responsibility for their individual actions.
- Bring professionalism and a work-ready attitude to the work site.
- Understand and acknowledge if they violate the working hours proviso in the CBA or the project policies on absenteeism there are consequences.
- Take pride in contributing to the owner and the contractor's project, contributing to the financial stability of the union's health and welfare fund and the union's market share, and in improving his/her employment record and enhancing the opportunity for future employment.
- Take a "zero tolerance" attitude toward fellow workers' negative behavior.

FOR MORE INFORMATION ON HOW TO REDUCE ABSENTEEISM

The complete CTI white paper report on Absenteeism with background research on the effects of absenteeism and sample absenteeism policy text is available on-line at The Building and Construction Trades Dept., AFL-CIO at [www.bctd.org](http://www.bctd.org) or Construction Users Roundtable at [www.curt.construction.com](http://www.curt.construction.com) or The Associated General Contractors of America at [www.agc.org](http://www.agc.org) (At AGC site, enter search: "Construction Users Round Table Tripartite Initiative" )

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## **ELIMINATING WORK DISRUPTIONS REPORT**

*The Objective:*

**All owners, contractors, unions and craft workers must take responsibility and ownership for preventing work disruptions. The construction industry must develop a culture in which work disruptions are not acceptable, except when there is an imminent danger to the safety and health of those at the site. All parties must commit to utilizing education and communication among owners, contractors and trade unions to engender increased respect for the interests of the other parties involved in a project.**

*The Status:*

The causes of jobsite disruptions are varied and require a collaborative effort by owners, contractors, trade unions and craft workers to address the issue. Jurisdictional disputes contribute to only a portion of the work disruptions in the industry. Many more disruptions are caused by a general lack of respect for the interest of the other parties involved in the project.

*The Problem:*

Work disruptions for whatever the reason cause financial loss, schedule disruption and decreased productivity. Work stoppages and disruptions cause tension and stress at the jobsite and contribute to rising costs.

### **RECOMMENDATIONS**

**The CTI recommends that the following sets of responsibilities be adopted and practiced by members of the construction industry team.**

**Responsibilities For Owners:**

- Identify potential project issues that may result in work disruptions before the project begins.
  - Conduct required pre-bid conferences with potential bidders to identify challenges of a particular project (jurisdictional assignments, jobsite issues, working conditions, sequence of work, schedules, etc.) that contractors believe might lead to work disruptions.

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- Request proposed recommendations from potential bidders for resolving each issue identified.
  - Include model language set forth in the CTI report as part of the owner's pre-bid conference notice. *(available in CTI Resource materials kit)*
  - Ensure that jurisdictional assignments are made prior to the commencement of work, thereby allowing disputes over the assignment to be resolved prior to the work beginning.
    - Include in project specifications requirements for general contractors and construction managers to hold pre-job conferences and to ensure through subcontract agreements that written jurisdictional assignments are made prior to the commencement of work.

*(Model language for owner's specifications regarding jurisdictional assignments is available in CTI Resource materials kit)*

- Communicate owner's views on the impact of work disruptions on the construction process to contractors, unions and union members.
  - Engage on the national level with the BCTD and the national contractor associations to present the owner's perspective on work disruptions.
  - Continue meetings between CURT, the BCTD and national contractor associations to discuss areas of mutual concern.
  - Develop seminars and specific agenda items to look at ways to ensure the views of owners are considered integral to the construction process.
- Deliver owner's message on the importance of avoiding work disruptions.
  - Include in internal construction project management and in-plant training education on the importance of avoiding work disruptions. *(Utilize joint CURT Tripartite Initiative materials available in Resource Tool Kit)*
  - Ensure that the same consistent message is presented by Owners, Construction Managers, Contractors, Subcontractors and Labor Unions on the importance of avoiding work disruptions. *( Appropriate messages from each party to the identified audiences are included in the CTI Resource Tool Kit)*

#### **Responsibilities For Contractors:**

- Get individual workers to take responsibility for abiding by prohibitions on work disruptions, and effectively enforce such prohibitions.
  - Require employees to sign a statement prior to employment on site acknowledging that work disruptions on the project are prohibited and that violators will not be eligible for reemployment on the project or other projects by the respective employer. *( An expedited grievance procedure should be available to an employee who feels aggrieved or discriminated against.)*

*(Model language for Employee Work Disruption Prohibition Acknowledgment Form is available in CTI Resource Materials Kit)*

- Emphasize the importance of avoiding work disruptions to new employees.
  - Include in employer jobsite orientation programs for employees education on the importance of avoiding work disruptions.
  - Adopt and implement Joint Resolution of the CTI to create communications materials such as video and/or pamphlet to emphasize the negative impact of work disruptions and the importance to workers of avoiding disruptions.

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- Ensure that contractor's jobsite representatives avoid jurisdictional disputes by making proper initial assignments.
    - Conduct orientation programs and educational seminars pertaining to initial assignments and the avoidance of jurisdictional disputes for contractor' jobsite representatives.
    - Conduct education and orientation programs for contractors' jobsite representatives on making proper initial assignments, avoiding jurisdictional disputes, the existence of trade agreements between crafts and the rules and procedures of the Plan for the Settlement of Jurisdictional Disputes. Include subcontractor representatives in such programs.
    - Identify primary crafts to be utilized on a project and where the greatest potential for disagreement exists. Convene a meeting of these crafts prior to the pre-job meeting to discuss possible solutions prior to the general pre-job meeting.
  - Ensure that your subcontractor's adopt procedures to avoid workplace disruptions.
    - General contractors and construction managers will ensure through subcontract agreements that their subcontractors hold pre-job "mark-up" meetings to avoid workplace disruptions by identifying manpower requirements and trade assignments for equipment setting and similar product specific work.

*(Model language for Subcontractor Contracts Regarding Mandatory Pre-Job Conferences is available in CTI Resource Materials Kit)*

- Ensure uniformity among subcontractor's on practices to avoid workplace disruptions over manpower requirements and jurisdictional assignments.
  - Pre-job conference responsibility should be added to contractor and subcontractor responsibilities. Mark-up meetings serve to inform crafts of manpower requirements and proposed jurisdictional assignments.
  - Adopt uniform pre-job procedures for all contractors and subcontractors on a project that require them to identify manpower requirements and proposed jurisdictional assignments. If two crafts claim specific work, contractor gives them time to resolve or justify claim. Decision regarding which craft is assigned work is made at a later meeting.

*(Model procedures for Pre-Job Conference Format and Jurisdictional Assignments are available in CTI Resource Materials Kit)*

#### **Responsibilities For Unions:**

- Address outdated jurisdictional agreements that may contribute to work disruptions.
  - Review, revise and update existing jurisdictional agreements between crafts to reflect current conditions. Enter into new jurisdictional agreements to resolve jurisdictional disputes between trade unions. Adhere to the priority and schedule mutually established by CTI. Report progress to CTI on a regular basis and publish new agreements with appropriate industry publications.
  - List Trade Agreements. Identify any additional agreements that may exist.
  - Require that crafts review and update trade agreements. The crafts will provide updates to CTI on their progress on a quarterly basis.

*(See CTI White Paper Report : Work Disruption, Tab 3A for Index of Agreements and Decisions of Record Recognized by the Plan for the Settlement of Jurisdictional Disputes in the Construction Industry)*

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- National union leaders convey their commitment to eliminate work disruptions.
    - Obtain commitments from each International Union President that work disruptions on construction sites will not be tolerated and that mandatory penalties will be imposed on members who engage in work disruptions.

Examples of adopted provisions:

- The Constitution of the International Association of Heat and Frost Insulators and Asbestos Workers imposes a minimum \$1,000 fine if a member engages in an unauthorized work disruption.
  - The referral rules of the Boilermakers suspend individuals from the out-of-work list and make them ineligible to be referred for employment for a ninety-day period if they engage in a work disruption in violation of a collective bargaining agreement.
  - Obtain commitments from other International union Presidents that procedures will be adopted to emphasize “zero tolerance” for unlawful work disruptions.
- Ensure that Local Union representatives and agents are committed to “zero tolerance” of work disruptions.
    - Require at each pre-job meeting a firm written commitment from the Local Business manager/representative of each craft not to engage in work disruptions on the project.

*(See CTI White Paper Report : Work Disruption, Tab 3C for Model language for Union Representatives Work Disruption Prohibition Acknowledgment Form)*

- Ensure collaboration with contractors to identify issues on a project that may cause work disruptions.
  - Seek General Contractor and Construction Manager input on problematic manpower requirements, jurisdictional issues and other issues that may arise on the project in order to provide problem-free service to the project.
    - Promote joint labor-management meetings at the project level, local level and national level to identify issues that interfere with progress of jobs and seek resolution prior to boiling point.
    - Endorse, implement and publicize programs that exemplify best practices in achieving eliminating work disruption goals.

Examples: Philadelphia Area Labor-Management Committee Built-Rite Construction Industry Program; Alberta Helping Hands Program; and, IBEW Code of Excellence Program.

- Conduct member education efforts to ensure that all union members understand the importance of “zero tolerance” for work disruption.
  - Include the importance of no work disruptions or job disruptions in the curricula of apprenticeship programs, COMET training and other training programs provided to Union members.
  - Emphasize non-tolerance of work disruptions at Union meetings, in magazine articles and other Union publications.
  - Provide training to job stewards and other Union representatives on how to defuse typical situations that lead workers to engage in work disruptions.
  - Participate in all orientation programs to emphasize that work disruptions are prohibited and that the grievance procedure or Plan for the Settlement of Jurisdictional Disputes are the proper mechanisms for resolving disputes.

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- Reemphasize “zero tolerance” for work disruptions at toolbox safety talks.
  - Include owner perspectives in all training programs for members and apprentices.
  - Effectively disseminate the “zero tolerance” for work disruptions messages to union members.
    - Participate in CTI efforts to create communication materials such as video and/or pamphlet to emphasize the negative impact of work disruptions and the importance to workers of avoiding work disruptions.
    - Disseminate materials as widely as possible.

*(See CTI White Paper Report : Work Disruption, Tab 3DD for Joint Resolution of the Construction Users Roundtable Tripartite Initiative)*

#### FOR MORE INFORMATION ABOUT REDUCING WORK DISRUPTIONS

The complete CTI white paper report on Work Disruptions with background research on the effects of work disruption on the construction industry and model language for documents are available on-line at The Building and Construction Trades Dept., AFL-CIO at [www.bctd.org](http://www.bctd.org) and/or Construction Users Roundtable at [www.curt.construction.com](http://www.curt.construction.com) or The Associated General Contractors of America at [www.agc.org](http://www.agc.org) (At AGC site, enter search: “Construction Users Round Table Tripartite Initiative” )

## V PATH FORWARD: Next Step and Beyond

The guiding principles in this project are simple. Whatever results and recommendations emerge, they must be mutual, measurable, meaningful and doable. Further, when implemented, they must have positive results; results that provide more construction for the money for owners, create more work for the building trades and enhance contractor competitiveness and profitability. The participants of CTI feel that with the implementation of this first series of recommendations, millions of dollars will be saved on construction projects.

**This important effort, while coordinated by the Construction Users Roundtable in cooperation with major national contractor associations and leaders in the building trades unions, will certainly fail if the industry at large fails to respond. Therefore, members of the Construction Users Roundtable along with participants of the CURT Tripartite Initiative strongly support and encourage the implementation of the recommendations.**

A major effort is now underway to publicize the recommendations. But publication alone is not enough. Awareness alone is not enough. Knowledge alone is not enough. The industry requires action—individual, collective and organizational action—if it is to make a difference.

The next few years will be critical to the ongoing health and well being of the US construction industry. Everyone—owner, contractor, journey person and apprentice— must play a key role in implementation. CTI urges everyone in the industry to do everything possible to maintain competitiveness in an ever-changing economy.

This first series of recommendations is just the starting point for change. The participants of CTI have committed to continue this initiative. Already, additional task forces are being organized to explore other ways that improvements can be made.

**We encourage each local owner, local users’ council, local union and local contractor association to use these recommendations to drive change in its own local construction industry. CTI will continue its work and will monitor progress made toward the greater goal of construction industry cost effectiveness.**

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## VI RESOURCES

The complete CURT TRIPARTITE INITIATIVE REPORT with background research on the effects of work disruption, absenteeism and extended overtime on the construction industry and model language for implementation documents will be available on-line to copy or download at:

Construction Users Roundtable Website at [www.curt.construction.com](http://www.curt.construction.com)

The Building and Construction Trades Dept., AFL-CIO Website at [www.bctd.org](http://www.bctd.org)

The Associated General Contractors of America Website at [www.agc.org](http://www.agc.org)

(At AGC site, enter search: "Construction Users Round Table Tripartite Initiative" )

**For additional information on the CURT Tripartite Initiative or to receive a printed copy of the complete report, contact:**

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### THE ASSOCIATED GENERAL CONTRACTORS of AMERICA (AGC)

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333 John Carlyle Street  
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### NATIONAL ELECTRICAL CONTRACTORS ASSOCIATION (NECA)

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3 Bethesda Metro Ctr.  
Suite 1100  
Bethesda, MD 20814  
Website: [www.necanet.org](http://www.necanet.org)

### MECHANICAL CONTRACTORS ASSOCIATION OF AMERICA

Phone: 301- 869-5800

Mail: John Gentile, Executive Vice President  
MCAA, Incorporated  
1385 Piccard Drive  
Rockville, MD 20850-4340  
Website: [www.mcaa.org](http://www.mcaa.org)

### SHEET METAL AND AIR CONDITIONING CONTRACTORS NATIONAL ASSOCIATION

Phone: (703) 803-2980

Mail: John W. Sroka  
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4201 Lafayette Center Dr.  
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