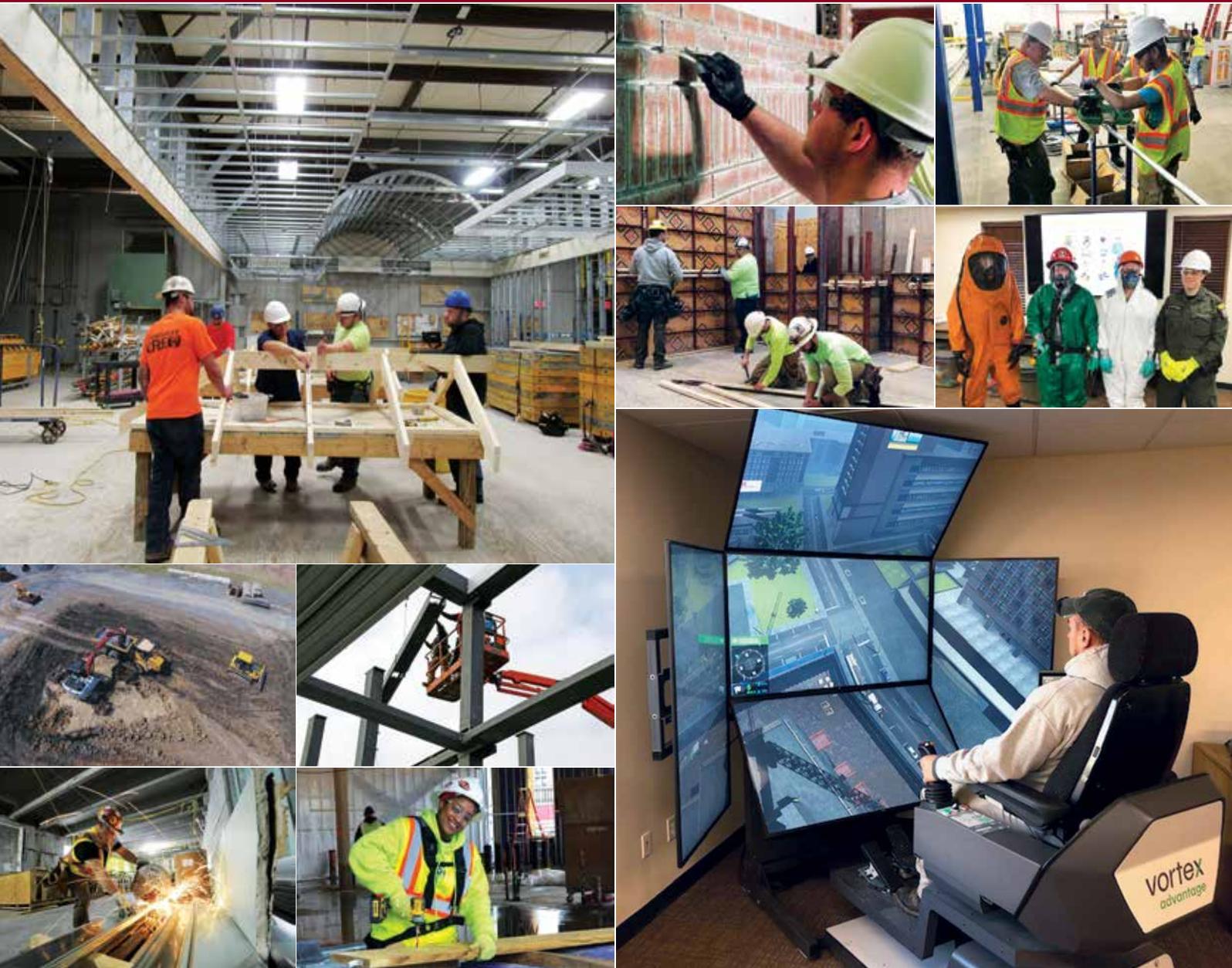


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Winter/Spring 2020



The importance of apprentices

Area apprentice directory

Understanding blockchain

Generation Z

New eateries at Albany Airport



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MESSAGE FROM EASTERN CONTRACTORS ASSOCIATION PRESIDENT AND CEO, **TODD HELFRICH**

Apprenticeships are the backbone of our industry and Eastern Contractors Association is proud to be a co-sponsor of Building Trades apprentice programs throughout the area. Our Union construction apprenticeships are pay-as-you-learn programs, providing a quality technical education and a paycheck for the men and women who take advantage of these opportunities.

These opportunities are just one reason why we are highlighting the importance of our apprenticeships in this latest edition of *Construction Connections*. We are especially excited to include a full directory of the 19 apprentice programs that are available in our area with our Building Trades partners.

These programs are overseen by the New York Department of Labor and include rigorous training curriculums that include classroom, hands-on and on-the-job training that not only teaches the specialized aspects of each trade, but also emphasizes safety measures and protocols.

Not many understand that these programs are jointly trusted by both labor and management. This allows contractors an opportunity to provide input on the overall training program and to also be engaged in introducing new technologies, materials or techniques into the curriculum. Contractors are also given the opportunity to participate in the interview process.

Another advantage of apprenticeship programs is that the proverbial torch is being passed on to the next generation by an extremely skilled predecessor. In most cases, the instructors are industry veterans, so they are able to provide a wealth of expertise and can more easily relate book learning and real-world experiences. Apprentices also work side-by-side with experienced journeymen during their on-the-job training, which is invaluable to someone new to the trade.

More than ever, there is a shortage of well-trained, capable construction workers as baby boomers are retiring over the next few years. Thankfully, there are many

apprenticeship programs available, eagerly waiting to welcome the next generation with outstretched arms. As always, if you would like more information about apprenticeships or our programs, please reach out to us.

As you flip through the pages of the magazine, you'll see we have our usual assortment of other articles covering workforce issues, leadership, technology and more. In particular, and within our apprentice theme, is an article about working with the youngest generation of our workforce, Generation Z. I hope you find at least one takeaway that is beneficial in your personal or professional life.

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Eastern Contractors Association, Inc. (ECA) is a trade association of union signatory general contractors and subcontractors, suppliers and service firms engaged in commercial, industrial and institutional construction throughout eastern New York. ECA traces its history to 1890 and is the region's only "full-service" contractor association serving the needs of all segments of the construction industry, providing labor relations assistance, planroom services, networking opportunities and other valuable membership benefits.



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AIRPORT EATS

Three new restaurants to satisfy your tastebuds before takeoff

By Cindy Chan

What do Chick-fil-A, Wolfgang Puck Pizza and a deli have in common? They're all newly built restaurants at Albany International Airport.

For the past two years, Sam Greco Construction, Inc. has been working on three restaurants at the Albany International Airport, which is part of a master plan to improve the airport. Greco Construction is the general contractor for the restaurants project.

"We were solicited by a concessions owner/vendor by the name of OHM (Outstanding Hospitality Management) out of St. Louis, Missouri," company vice president Sam Greco III says. "They were looking for contractors to produce the area's first Chick-fil-A."

Having worked on hangars and gift shops for the airport, Greco says this was the company's first foray into concessions in its airport work. The overall project was successful; the Chick-fil-A was delivered October 2018.

"Chick-fil-A was a very complicated project located on the security side of the airport right at the junction of its three main passenger concourses. Each week, I would be on a conference call with about 15 other people from OHM to the design group to the Chick-fil-A quality control people," Greco recalls. He further explained that the Albany Airport staff was very demanding because the Chick-fil-A concession was replacing a closed pizza concession and was directly across from the TSA security checkpoint.

Right after Chick-fil-A wrapped up, Greco Construction segued into working on Empire Deli, a fast-moving project, which wrapped up in April 2019.

"This was a deli on the public side of the airport, just before the TSA checkpoint, right at the top of the escalators," Greco says. "This one was fun and interesting because of its ties to the local football team, the Albany Empire." Greco says the coach and star players attended the ribbon cutting.

"I felt a closeness to this project because the football team ended up winning the league's championship that year," Greco says with a laugh.

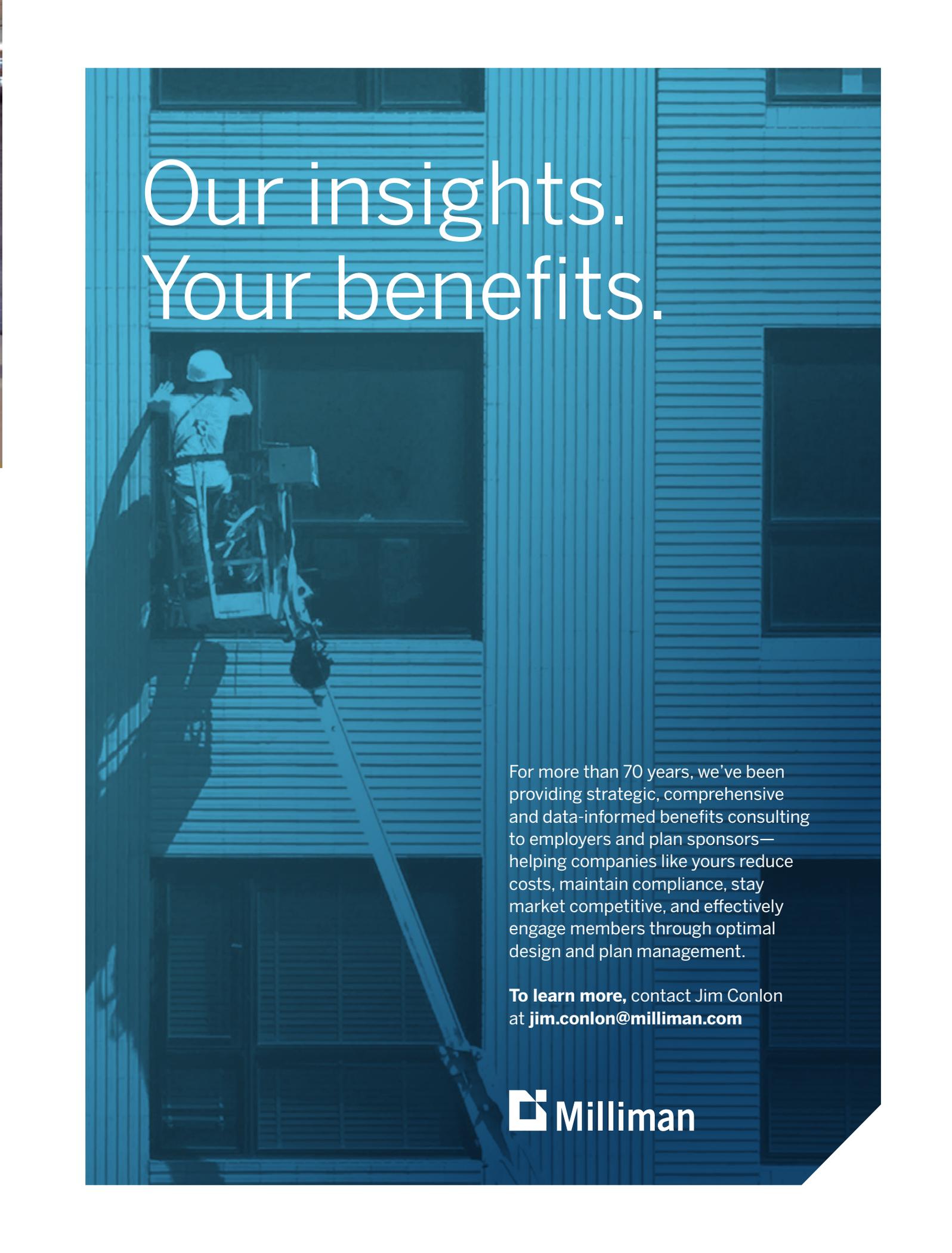
After the deli's construction completion, the company moved on to building Wolfgang Puck Pizza, which wrapped up in mid-December 2019.

"That was a very challenging project because it required so much specialized equipment be connected in an unbelievably tight space," Greco recalls. They are trying to get everything completed before April 2020 when Gov. Andrew Cuomo is expected to visit the airport.

All three restaurants replaced old restaurants that either closed or changed ownership, according to Greco. Chick-fil-A took over an Italian restaurant, and the Empire Deli took over an old gift shop and provided a seating area.

"We had to bring everything to those



A construction worker wearing a white hard hat and safety harness is positioned on a lift, working on the exterior of a building. The entire image is overlaid with a blue tint. The worker is silhouetted against a window opening. The building's facade features horizontal siding and several windows.

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spaces – gas, power, full mechanical and electrical upgrades,” he says.

“We did a major rip-out of everything that was there, and reinstalling everything according to the new vendors,” Raymond Casey, senior project manager at Albany County Airport Authority, says. “These particular concession projects, sitting right at the hub of the airport’s three main concourses, are an absolute challenge, but Greco successfully completed each – and they are fully functioning today.”

Chick-fil-A received fryers and hoods with ANSUL systems, as well as waffle-fry makers and shake machines. Greco Construction’s own millwork company built the transaction counters and cabinetry, saving very valuable time in the critical construction process.

“Chick-fil-A has a large kitchen area and a front counter with four POS stations,” Greco says, adding that Chick-fil-A doesn’t

have a designated dining area but is part of a common area with many other eateries.

The Empire Deli is an open-floor concept restaurant with plenty of tile as well. Along with the casework in the front of the house transaction line where customers can see the sandwiches being grilled, the deli also received a complete hood and ANSUL system.

“It was an interesting project because it was actually outside of the airport’s security area; it’s connected to the bridge to the parking lot,” Greco says. “The whole restaurant is over the top of the walkway out on the front concourse.” As a result, the construction crew had to place heating pipes underneath with heat tape and insulating, as well as figure out how to get power and plumbing to it.

“It has a much smaller kitchen, but it’s very clean and timeless,” Greco says.

The Wolfgang Puck Pizza renovation

stuck out for Greco as he got to collaborate with Wolfgang Puck himself.

“He had a lot of parameters we needed to stay within,” Greco says.

The restaurant features a large kitchen area with the front counter done as well as three TurboChef pressure cookers that can cook a pizza in 80 seconds while heating up to 750 degrees. The restaurant also has sinks, hoods and an ANSUL system.

“There are a lot of rooftop units to divert the pizza smell going through the terminal,” Greco says. “The outside façade is wrapped with high-end metal paneling.”

“Scheduling needs to be precise, and airports sometimes need months of advance notice on construction activity within 24-7 secure areas,” Greco says.

“Everybody needs clearances and special airport badging for personnel to be on site.”

The Albany International Airport will soon be adding a fourth new restaurant to the lineup – the Hudson Valley Beer Union. According to Helen Chadderdon, marketing and concessions manager for Albany County Airport Authority, Greco Construction is working on turning the existing Hudson Valley Wine Bar into the Hudson Valley Beer Union for HMSHost.

“They’re making the kitchen much bigger, and they’ll add a broader, full-service menu, as well as featuring local craft beers, especially those that are a part of the Taste NY program,” Chadderdon says.

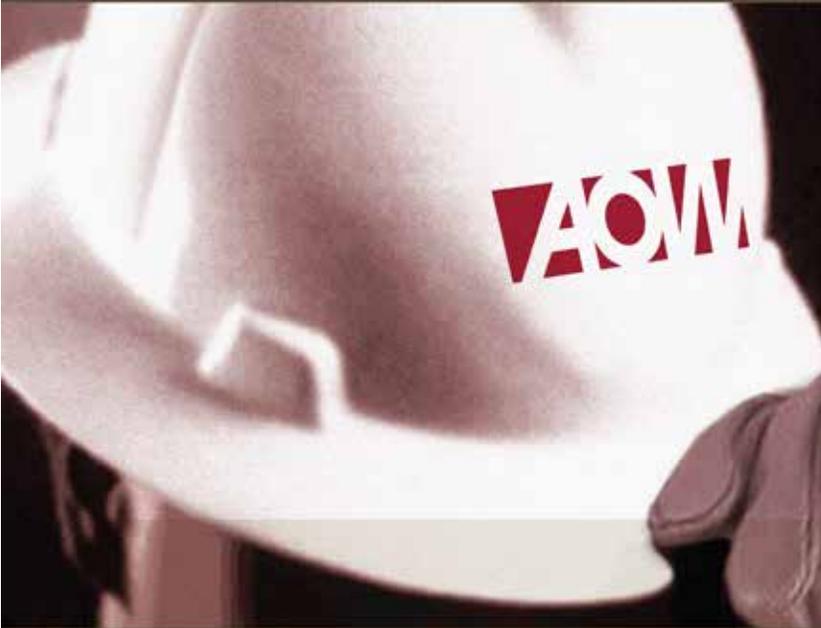
Chadderdon says Greco Construction often has to do its job at night.

“A lot of the work has to be done at night because we’re a public facility,” she says.

While Greco Construction faced some challenges while working on the projects, the end product was worth it. ☺



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THE IMPORTANCE OF APPRENTICESHIPS

Apprenticeship programs remain the predominant form of workforce development in the construction industry and preparation for stable careers in the industry is vital to economic development as well.

McGraw-Hill reports that construction starts are expected to increase to \$467 billion in the U.S. this year. While there are already several projects currently underway in the region, these upcoming endeavors will add to the demand for a construction labor force for these projects taking place within New York. A generational shift is also taking place within the industry. According to the Bureau of Labor Statistics (BLS), 44 percent of the current construction workforce is age 45 or higher, and the median age is 42.6 years old. Nearly 17 percent of that workforce is between the ages of 55 and 64. In general, 10,000 baby boomers reach retirement age each day. When they do retire they're leaving behind jobs that often aren't quickly filled. Opportunities in construction for our area young people are growing every day!

Construction needs skilled, trained apprentices and efficient, rigorous apprenticeship programs in order to succeed, and registered union apprenticeship programs are the optimum way to prepare people for a career in the construction industry. Current registered programs go through a rigorous review

process by the New York State Department of Labor and have strict oversight.

In New York, all union construction trades have programs that are verified by the state. The programs are jointly trusted and administered by labor-management committees, typically known as Joint Apprenticeship and Training Committees (JATC), but New York is the organization that dictates the rules, says Mike Lyons, president of the Capital District Building and Construction Trades Council and District Manager for Operating Engineers Local 106.

"Typically, a candidate has to be 18 years of age and have a high school diploma or equivalency, like a GED," Lyons explains. "Most of the trades require a drug test or screening either prior to entering or once they get on the job with a contractor."

Once the candidates are interviewed, pass any tests or entry-level exams and, in most cases, have transportation, they become registered with the State of New York. The apprentice candidates are ranked based on points they receive in various categories such as work experience and previous education.

"Once you're ranked and into a trades program, you are then dispatched to work. The way most of the trades work is a contractor says, 'I need three carpenters and one of them has to be a first- or second-year apprentice.' That person is dispatched to the job," Lyons says.

One huge bonus of apprenticeships is that instead of the traditional route of paying to go to college, one can "earn as you learn" as an apprentice.

Lupini Construction, a masonry restoration company, has worked throughout the state of New York, with the exception of New York City. It has been around since 1980, according to Jeremy Boyer, project manager, who has held that role for two years. Lupini Construction is signatory to the Bricklayers and Allied Craftworkers and many of their employees belong to Local 2, using 20-plus apprentices of different levels.

"They have performed work for us and have stayed with us from year to year," Boyer says. "There are approximately eight to 10 more apprentices that are brand new to the trade and will be training this winter."

Sano-Rubin Construction Co., Inc. is also a huge proponent of apprentices – and has been since it was established in 1912 by David Rubin's grandfather. Rubin is now the president of the company.

"We have been in business as a general contractor and construction manager for 108 years in the Albany area," Rubin says. "We do use apprentices quite a bit. Many generations of families in different trades have apprenticed with us, whether they carpenters, laborers or bricklayers. We have a long history of multiple generations that came into the trades as apprentices, and their later generations followed suit."

"The apprenticeship replaces college for

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these guys who want to learn a trade or become a craftsman. It's an alternative path but they get paid to do it," Boyer says.

"Not everyone is suited for college, but these days, apprenticeships in the building trades, in my opinion, is both a skill that's developed and somewhat academic," Rubin adds. "You literally cannot be a skilled tradesman these days without having a good background in computer literacy, math, geometry. Technology has really stepped into our industry, full-fledged, and apprentices need to understand that and engage in it."

"You don't have to be saddled with a tremendous amount of debt," Lyons adds. "You're getting paid to learn." Apprenticeships also allow for immediate

application into the real world.

The North Atlantic States Carpenters Training Fund is responsible for all the training of its members, including apprentices and journey-level carpenters in seven states, including New York, except New York City, as well as the six New England states. The Training Fund currently has 2,600 active apprentices, who all go through a multi-year training program that is approved by the U.S. Department of Labor, which involves on-the-job training as well as in-class instruction, according to Thomas Fischer, executive director of the Training Fund.

"Apprenticeships offer training that really allows the individual to immediately apply them into the field of work,"

Fischer says. "A good apprenticeship program trains you in a learning setting so we can slow down the process. Good instructors coach their students so when those students go to work, those skills are directly transferrable to the job they're doing."

UA Local 7 Plumbers & Steamfitters has 140 registered apprentices. Of its 800 active members, the union also consists of 400 retirees and 40 signatory contractors. Edward Nadeau, business manager for Local 7, says to be a member, one must have five years of qualified experience to be a qualified journeyman and/or take part in a five-year apprenticeship program.

"If an apprentice is successful (in the application process), Local 7 assigns them to a contractor. They work for eight hours during the day and go to school two nights a week from September to May for five years," Nadeau says.

On-the-job experience and classroom time are required of all apprentice programs. Classroom work centers around a safety and construction concepts and training for specific aspects of the trade.

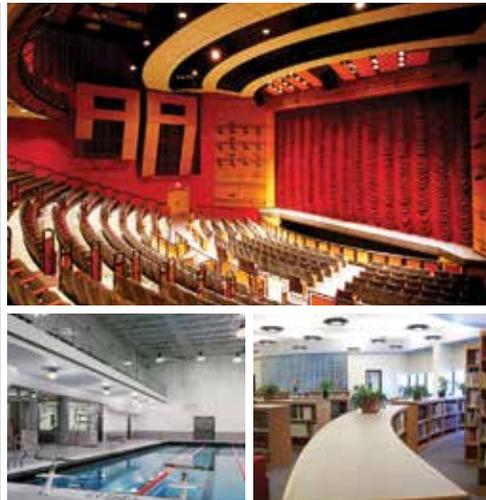
"The various apprentice programs make sure to have staff attend career fairs at schools throughout the area as well as workforce development recruitment events," Laura Regan, vice president of Eastern Contractors Association says. "Several also have relationships with BOCES, Questar, in-school career-ready programs, youth construction initiatives

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and other vocational programs in the area. They are also happy to attend community events and gatherings as a way to promote their programs.”

Regan also says that each program has information available on the Internet via the union office or apprentice-specific website and information is posted with New York’s Department of Labor. If a school, contractor or community member is interested in having the trades represented at one of their events, or as a guest speaker, they should contact one of the local offices.

“Each program promotes itself year-round,” Regan says. “While some of the trades may have specific recruitment periods, they are always on the lookout for candidates and will share information, answer questions and give tours of their training facilities whenever someone is interested in learning more about their programs. Whether you’re still in high school or have a few years of work experience, they are always happy to take your call or return an email.”

Boyer says one way Lupini Construction and other firms look for talent is by attending job fairs like the unions do.

“We try to bring in as many as we can, and develop them the Lupini way,” Boyer says.

Rubin also stresses the importance of reaching a more diverse audience when it comes to recruiting apprentices for the near future.

“They are vitally important to create the pipeline of interested, skilled labor,” he says. “That is desperately needed in the construction industry. We have a shortage of skilled labor because many skilled people are reaching retirement age and are leaving the trades, and we need to replace them.”

Training is specific to the type of work that is being done by each trade, whether it be concrete, framing, painting, installing store fronts or using heavy equipment. The hours required depend on the type of apprenticeship, but Fischer says it is anywhere from 1,000 to 1,300 hours per year minimum of on-the-job training. In-class training is a minimum of 160 hours per year.

“Every three months, an apprentice comes to our school and does 40 hours of training with the same cohort. They go through our curriculum as laid out in our guidelines, and our curriculum is aligned

with the practices that are going on in the field today,” Fischer says.

To stay competitive and relevant, Fischer says the Carpenter Training Fund’s mission is to provide state-of-the-art facilities with cutting-edge technologies because in construction, a lot of change is occurring within technology. They also hire instructors with at least 10 years’ experience in the field.

Nadeau says unions provide high levels of training by focusing on the different specialized crafts.

Tom Carrigan, training coordinator for the Plumbers and Steamfitters Local 7, says in a first-year plumbing class, apprentices would take hardware use, care of tools and math. The second year involves steam heating in both classroom and shop, as well as hydronic heating and cooling, basic electricity and HVAC. The third year consists of drawing interpretation and blueprint reading, and then advanced plan reading and welding. The fourth year will have the students learn pipefitting, rigging, welding and tool-bending. The fifth year involves learning medical gas, as well as taking electives.

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“We had four different training modules. In December, we did sealant and stone repair. In January, we did repointing and concrete repair.”

equipment,” Lyons says. “Our training staff will bring apprentices in with journeypeople during the off months and do site training to get people ready for being out on the job.”

“We provide the highest level of training, because we have to stay competitive,” Lyons adds. “We need to spend hundreds of thousands of dollars trying to come up with the most cutting-edge curriculum, tooling and machinery.”

Boyer says Lupini has also recently piloted an off-season training program from December 2019 to January 2020. With an instructor certified from the International Masonry Institute and approved by the Bricklayers JATC program, Lupini was able to offer classes in their shop focusing on work that the company specializes in.

“We’re extending [the education],” Boyer explains. “We had four different training modules. In December, we did sealant and stone repair. In January, we did repointing and concrete repair.”

While most of the instruction took place inside the classroom, a lot of it was hands-on for the apprentices.

Apprentices are not allowed to work alone when working as part of their on-the-job training requirements, says Fischer.

“It doesn’t mean that they can’t be working in a room on the job by themselves, but you would not have an apprentice working without supervision by a journey-level carpenter,” Fischer says.

“We normally assign an apprentice to a mentor to work alongside that experienced tradesperson,” Rubin says. “On job sites, we assign apprentices to their mentor and try to expose them to many different aspects of that trade. We try to challenge them and find projects that give the best exposure to an apprentice.”

Lyons also stresses the added value of working alongside experts when completing on-the-job training. “You’re getting taught by the most professional folks in every trade, learning from all of the people in each organization. You’re learning from the best of the best,” he says. “You can work alongside someone

who has been in the trades for 40 years, and they’re more than willing to help you. They want to ensure the future generation is very proud to be where they are.”

For more information on the 19 different union apprentice programs available in the area, including contact information, please see the directory listed at the end of this magazine. ☺

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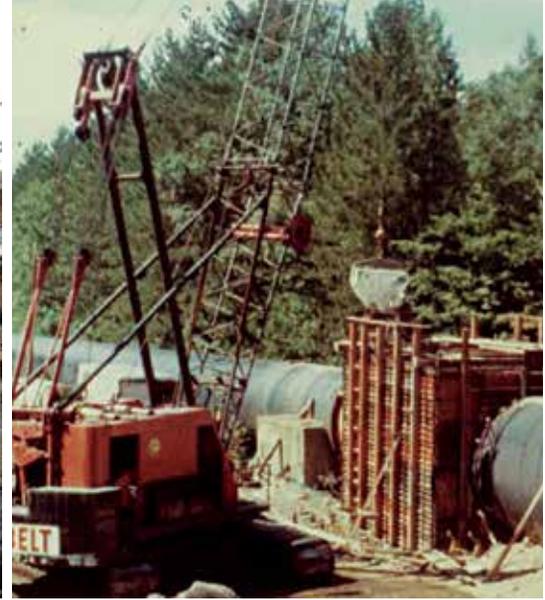


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Through all of their divisions, C.D. Perry has become one of the most self-sufficient and diverse contractors in the area, self-performing some of the more difficult tasks, as well as working as a subcontractor for other firms throughout the area and beyond.

C.D. Perry's office management boasts eight staff members, but in the field, they can employ upwards of 50 people during peak season.

According to Tyler Fane, general manager, C.D. Perry has built its reputation through their performance on the most challenging of projects and their problem-solving abilities for owners, both public and private, as well as their ability to get these projects done safely.

C.D. Perry is currently working on the stabilization of a 100-year-old seawall in their home city of Troy, N.Y. This project is a multi-season endeavor that includes all of the challenging aspects of marine construction that C.D. Perry has built their reputation on.

"We've been a part of some of the largest projects in the Capital District through all of our divisions, both inland and on water," Fane says.

After 84 years in business, C.D. Perry has come to acquire (and continuously update) a diverse fleet of equipment to keep their crews at peak performance, from cranes and earth-moving equipment to drill rigs and pile driving equipment. C.D. Perry also

boast some of its more impressive marine equipment, such as their fleet of tug boats and barges.

Fane says that C.D. Perry is looking forward to the future as they're always on the lookout for new opportunities while staying true to the same core values and competencies they've had since 1936.

"The construction landscape is continuously changing, but we always make it a point to adapt," Fane says. 😊



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WOMEN IN CONSTRUCTION: “DON'T GIVE ME PINK!”

By Kathleen Dobson

PHOTO COURTESY OF OREGON TRADESWOMEN, INC.

Women in construction face many issues as related to personal protective equipment (PPE), but one of them should never be making a choice in color. PPE should be selected for function, fit and comfort when worn eight or 10 hours a day.

As reported by NAWIC, the National Association of Women in Construction, and the Bureau of Labor Statistics, women make up about 10 percent of the construction industry. However, this statistic is misleading, because the women included in the numbers are not all field-oriented. They may be in a support

position, or a supporting industry and some rarely, if ever, use the PPE that is necessary to protect one's self when working daily in a construction environment. Tradeswomen make up 2.5 to three percent of the industry, based on most current data, and that makes them statistically insignificant, so some manufacturers do not want to invest in the kind of research and development efforts it takes to produce a true line of women's PPE.

They are improving, however, and consideration is being made for sizing, fit and color choices. Here are some points to consider:

SIZING:

Anthropometrically, men and women have different body configurations. Variances include the width of our hands and the length of our fingers — proportionally, women have more slender hands and longer fingers than men. Our teeth and jaws are smaller, our hips are wider, our waists more defined. Physical differences in body mass and muscle vary as well. Manufacturers would do well to understand clearly these differences in developing PPE, especially gloves and boots.

FIT:

Because of our size differences, we also have fit issues. High-visibility safety vests should be closer fitted around the midsection and larger around the chest to accommodate for hip, waist and breast sizes. Safety glasses should be narrower and the bridge piece higher and narrower for most women. Length and quantities of fabric should also be adjusted to accommodate shorter leg length.

COLOR CHOICE:

For years, manufacturers seemed to embrace the notion, “shrink it and pink it”, to make women's PPE. Rather than adjusting for body shape and size, they just made the garment smaller and changed the colors from brown, blue and black to pink, orchid and baby blue. Women (and men) should be able to make a choice in colors of PPE (where possible), but their

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color choices should be wide and include the darker colors preferred by many because they are easier to hide soiling (and not so obviously feminine). Contractors, manufacturers and distributors need to understand that when working in the field, most women do not want to stand out because of their gender. Forcing them into pink or pastel PPE only segments them from the rest of the workers, and it can create an unwelcome atmosphere at work.

Now that manufacturers are beginning to get on board, and there are good choices for a lot of women's PPE, project teams need to work with their suppliers and warehouses to assure availability of properly fitting PPE.

We cannot allow large men and small women to be excluded from safe work because they do not have the proper PPE. When ordering, the management team should consider if there will be women on the project. Make selections based on common gender sizing — if all that the project receives are extra-large and double-XL gloves, there will be many workers who have limited choices: take the ill-fitting glove to try to make it work; reject the glove, and request that the proper size be obtained; or don't use a glove at all.

None of these solutions are ideal. Trying to wear an ill-fitting glove may lead to having extra fabric that can be pulled into moving equipment or machinery; it also does not allow for dexterous hand motions. Rejecting the PPE may lead to layoffs or retaliation. If this occurs, the company may be liable for a lawsuit. Layoffs must be conducted in accordance with company rules and state or federal requirements for equal or fair treatment. To lay off someone because the company chooses not to obtain the properly fitting PPE may lead the company into a lawsuit it is likely to lose.

If there is no properly fitting PPE, there could be legal action to require a company to pay a worker or find an equivalent paying position until the proper PPE can be obtained. If laid off, the worker may be eligible for full retroactive wages and restitution of position once the proper PPE is obtained. Retaliation can occur if the person awaiting the proper PPE is laid off, employment terminated or otherwise harassed because of the issue of ill-fitting PPE. Again, this could lead to legal action against the company. And not wearing a glove when it is designed for protection is a hazard as well.

What are the best options for companies?

- Get workers involved in selection of PPE.
- Assure that warehouses and distributors have the correct sizes for all workers.
- Manage the PPE program in accordance with your corporate rules, regulations and budgets.
- Use tools to identify manufacturers and distributors of PPE specifically designed for women in our industry. CPWR (Center for Construction Research and Training) offers one such guide online. Just search for "CPWR PPE female workforce" and it will be one of the first results. Another great resource can be found on the Laborers' Health & Safety Fund of North America website. Again, just do a quick online search for "LHSFNA ill-fitting PPE" and it should pop right up.

Kathleen Dobson is the safety director for North American firm Alberici Constructors. Reprinted with permission from the Fall 2019 edition of The Association of Union Constructors' The Construction User magazine. ☺



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WHAT OPPORTUNITIES AND CHALLENGES DOES THE NEW LEGISLATION BRING ABOUT FOR THE CONSTRUCTION INDUSTRY?

By Brian Sanvidge, CIG, CFE, Practice Leader –
Regulatory, Compliance & Investigations, Anchin, Block & Anchin LLP

How does the Article 15-A legislation present significant opportunities and challenges for MWBEs and the construction industry?

- Projects with NYS funding have a 30-percent participation rate for MWBEs. The requirement of this goal of participation effects approximately 40 authorities, funds, state benefit corporations and agencies.
- The creation of a Statewide Advocate provides dedicated oversight of compliance and coordinate outreach.
- The authority of the Statewide Advocate expands to auditing agencies and investigating complaints from MWBEs regarding violations of 15-A.

Some of the 15-A changes for the MWBE program:

- The personal net worth cap for MWBE owners increases to \$15 million from \$3.5 million. The increased cap will have a significant impact on the program capacity.

- The period of time that businesses are certified will extend from three to five years, reducing the current certification backlog.
- The agency and authority discretionary purchasing threshold increases to \$500,000 from \$200,000.
- Contracting agencies are required to establish four-year growth plans regarding the utilization of MWBEs.
- MWBE bidding credits of 10 percent are established for low-bid construction projects up to \$1.4 million.

Some of the other requirements that have been made to or changed by the program under 15-A that will affect the construction industry:

- Waiver requests will now to be posted on the websites of contracting agencies to promote greater transparency and scrutiny.
- Goals for the program are established based on the results of the 2016 disparity study and are effective through 2024.

- The added levels of transparency will necessitate additional outreach and the need for documentation of all activities in order to substantiate a waiver being granted.
- Waivers are subject to audit by the Statewide Advocate as are the agencies under the law.
- There is increased potential for penalties and liquidated damages.
- Costs are likely to increase due to bidding credits. ☹️





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CUSTOMER SERVICE STARTS AT HOME

By Norb Slowikowski

The key to truly great customer service can be found in how employees feel about their own job and organization. It all starts there. If an employee doesn't have satisfaction with his company, how can we expect the customer to be satisfied? First, you must get your own house in order before turning outward.

The question becomes this: How well are you serving your employees and, therefore, your customers? This question pertains to both internal and external customers. The internal customers are those people inside the company with whom you work and interact — for example, the foreman's internal customer is the superintendent, the project manager, office staff personnel, i.e., payroll administrator and the crew. Everyone has one or more internal customer and the key for internal customers is to interact positively with them and satisfy their needs. The same would be true of external customers — the GC's superintendent, the architect, the owner and the other trades on the job.

The level of service an employee brings to a customer is a reflection of how well that employee feels served, or how well his/her needs are being met by the organization. You can only serve the external customer satisfactorily to the extent that internal customers serve each other. To the extent that internal customers feel supported, encouraged and served, they

“The level of service an employee brings to a customer is a reflection of how well that employee feels served, or how well his/her needs are being met by the organization.”

will then help their external customers.

To provide a high level of customer satisfaction, you must meet the following requirements:

You win/I win/we win. Establish win/win relationships through action-oriented behavior. Find out the specifics of what the customers wants and then deliver. With a genuine customer focus, you'll probably also end up getting what you want. And that ain't bad!

You are the company. No matter who you are or what you do, the behavior you transmit to the customer creates a perception that leads to an evaluation of the total company. If the foreman is argumentative and surly with the GC's superintendent, then the superintendent will generalize and tell people that your company is nothing but trouble and refuses to satisfy the needs of the GC. This is a good way to get removed from the bid list.

Display competence and care. This requires people who know how to solve problems, meet the schedule and produce quality results. They're proactive rather than reactive. They also project a

“whole job” focus and care about the GC's problems as well.

Honesty is the only policy. When there's a problem or an obstacle that prevents you from being effective and efficient, present your case to the GC without emotion, and offer a solution to solve the problem or remove the obstacle. Be candid, but make sure to attack the problem, not the person.

Listen! Listen! Listen! Hear people out. Let them finish what they're saying. Don't interrupt them while they're talking so as to gain an understanding of the issue, and to let them know you're there to move forward and make things better.

Go above and beyond. Impress your customers. Do more than what's expected. Go the “extra mile.” Provide value, which is in the eyes of the beholder. Find out what's really important to your customer and then deliver it.

Be a fantastic fixer. There's a solution for every problem. Let the customer know that you will do whatever it takes to solve the problem. Even if you don't have the answer, you will go to other people in your company who have the knowledge and

expertise to solve the customer's problems. Utilize the "team concept." You don't have all the answers, so find and use those who do.

Master the art of calm. Always control your emotions. Yelling, screaming and letting your emotions take over communicates immaturity and ends up with a lot of arguing and animosity. It creates problems instead of solving them. Controlling your emotions and expressing dissatisfaction in a plain, assertive way opens the door to mutual respect and problem resolution.

If you stick to these eight keys, without skipping steps, you'll find that exceptional customer service is within reach. But remember, it all starts at home. Nurture the people in your organization so that they can deliver real service to the customer.

Norb Slowikowski is president of Slowikowski & Associates, Inc., Darien, Ill. Reprinted with permission from the December 2016 issue of AWCI's Construction Dimensions (www.awci.org). ☺

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GENERATION Z: CAN WE ALL GET ALONG?

The next generation of workers on your job site is smart, educated and diverse. Meet Generation Z.

By Mark L. Johnson

As life cycles on, another generation has arrived on the scene: Generation Z. Gen Z's oldest members are now 22. And they're bold, entrepreneurial and technologically well-equipped. Soon they'll be on your payroll in full force. That means, once again, that baby boomers and Gen X-ers will be trying to figure out how to manage, motivate and mentor new kids on the job. Prepare for a learning curve.

"It's hard to get those in their 60s to understand this younger group," says Adam Navratil of J&B Acoustical, Inc. in Mansfield, Ohio. "This younger generation is just not going to work 60 hours a week. They have other interests. You better plan to get that work done another way."

Welcome, Gen Z. Welcome to construction. We'll try to accommodate your work ethic, but do you mind closing your Instagram apps while you work?

DIGITAL NATIVES

Who is Gen Z? Not all demographers agree on this young generation's timeline. Here are a few of the years offered as Gen Z's beginning:

1995. Some say Gen Z births began the year the Internet was born commercially, i.e., when the World Wide Web went live in 1995. That makes the oldest Gen Z-ers age 24.

1997. Pew Research Center uses the year 1997, which pegs the oldest Gen Z-ers at 22. Gen Z spans 1997 to 2012, Pew Research says.

1999. Barna Group defines Gen Z-ers as those born between 1999 to 2015. The oldest by this definition are 20.

Whatever the start year, most industry firms have only a handful of Gen Z-ers on their job sites. But what they see so far is intriguing.

For example, Anthony Berardo, director of construction at Ronsco, Inc., New York, N.Y., has just three Gen Z union apprentices currently on staff. "They're tech-savvy," Berardo says. "They grew up with iPhones and iPads right in their faces."

Gen Z-ers are digital natives — the first generation to have grown up connected to the Internet. Many Gen Z-ers, in fact, prefer chatting with their friends on devices using FaceTime or WhatsApp than meeting in person.

"I don't have much on the 18-to-22 age bracket," Navratil says, "but they seem to be socially connected."

Yes, Gen Z-ers adore their device screens. For this, social scientists sometimes worry that serious problems, such as anxiety, unhappiness and depression, may be mounting among Gen Z's members.

David Stillman, co-author of "Gen Z @ Work," says Gen Z-ers are easily overwhelmed by digital content. Being young and hyperconnected online, they lack the skills needed to manage all the words and pixels coming at them. They are saturated with digital information and barraged by constant device notifications and are often distracted from the tasks at hand.

"It does take a bit to get them to focus," Navratil says.

A common thread in books and research papers is that Gen Z-ers don't manage their digital and physical lives very well. Indeed, they try to fuse them. They seek a "work-life blend," Stillman says,

instead of work-life balance. Life, work and technology are on 24-7 for this generation.

But this can be a positive about Gen Z. Wall and ceiling construction companies can welcome Gen Z-ers as helpful technology specialists. True, they will toggle digital buttons on their phones and stream music and podcasts to their headsets, and you will have to remind them to put away their devices from time to time. But, they will be easy participants in your company's digital workspaces. Gen Z-ers love it when they can log on and in to work. So, send them emails and text messages. Tag them on social media. Let them wear headphones when doing so won't create a safety hazard. Be accommodating as they learn your business.

60 PERCENT FREELANCE

Gen Z-ers are achievement-oriented. Some studies show them more focused on achievement than millennials were at their age. In fact, personal achievement outranks starting a family as a core part of Gen Z's identity.

According to the 2018 Barna Group study, "Gen Z: Your Questions Answered," 65 percent of Gen Z want to be financially independent by age 30, and only 20 percent want to be married by that age.

True, most Gen Z-ers are still in their teens, and getting married and having children are distant thoughts for them. But Barna says Gen Z-ers place a lower priority on family formation and have a stronger drive to succeed than millennials. And this is consistent with what executives in the construction industry report.

"[Gen Z-ers] seem to be a bit more ambitious than millennials," Berardo says.

How so? Gen Z-ers are budding entrepreneurs. Many have set up businesses. Some pocket cash by building websites. Others have launched YouTube channels and Instagram profiles, drawing advertising revenue by being influencers in the fields of fashion, food, travel and technology, to name just a few.

Time says 60 percent of Gen Z-ers earn income as freelancers. And 61 percent plan to start their own businesses or work independently within the next five years.

"We have these superhuman expectations for ourselves," a Gen Z-er told Time.

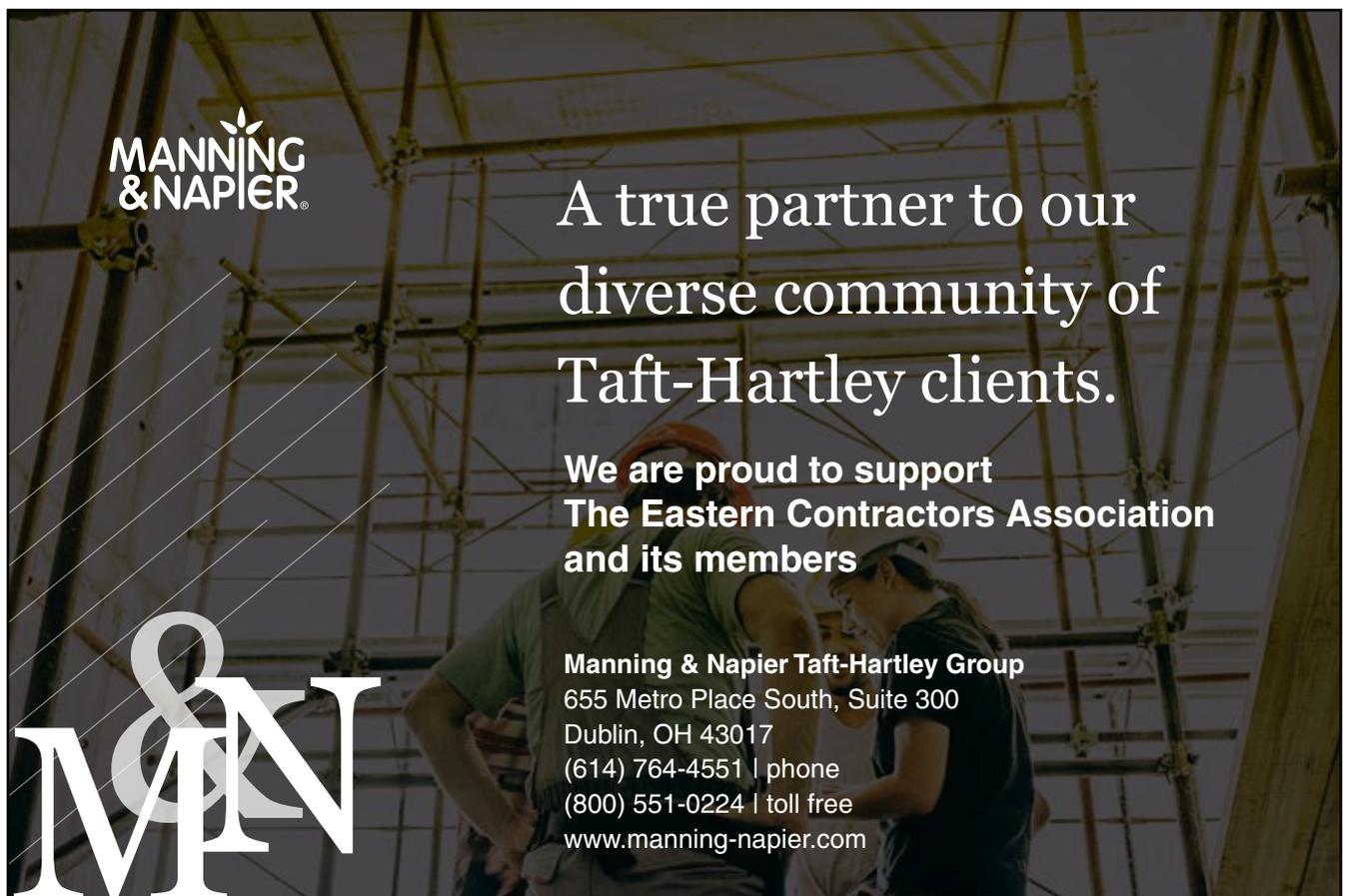
COMFORTABLE WORKING ALONE

Industry executives contacted for this article say that Gen Z-ers have a different way of working than millennials did at their age.

"Where millennials want to work in groups, the Z's seem to be fine working on their own," Berardo says. "They like problem-solving. They like to see the reasons things happen, not just the finished product. They're interested in the process — why we build in certain ways, why we coordinate in a certain fashion. Zs ask a lot of questions."

In Berardo's view, Gen Z-ers integrate just fine with older boomer workers.

"I hand out iPads and tell my boomer senior people, 'If you have a tech problem, go to that apprentice. I'll bet he can get you through it,'" Berardo says.



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“They like problem-solving. They like to see the reasons things happen, not just the finished product. They’re interested in the process — why we build in certain ways, why we coordinate in a certain fashion. Zs ask a lot of questions.”

—Anthony Berardo

Gen Z-ers carry some traits of the generations that came before them. But what makes them stand out is their willingness and ability to figure out tasks.

“They don’t need to know every process,” Berardo says. “They know how to Google. They know how to use iPads to find answers.”

He adds, “They’re a mix of the millennials, who grew up with some technology, and baby boomers, who had no technology.”

Whereas some generations have needed some hand-holding, Gen Z is poised for a relatively smooth entry into construction.

“I find that it takes a few meetings for boomers to grasp the concept that Gen Z is different,” Navratil adds. “They like to be involved in the process. You have to let this younger generation shadow you on the job.”

ONBOARDING IDEAS

Mark Breslin, an expert in construction leadership, strategy and labor management relations and founder of Breslin Strategies, Inc., Alamo, Calif., says companies should help Gen Z-ers understand where a career in construction will take them.

“Show them how commitment gives them an upward career trajectory — stepping from entry-level apprentice, to journeyman, to lead man, to foreman, to general foreman, to superintendent,” he says.

While salaries vary by region, Breslin says construction foremen and superintendents make six figures on both coasts. This ought to appeal to Gen Z-ers and their parents.

“The average family earns in the mid- to high \$40,000s,” Breslin says. “The construction industry can double that wage.”

As industry firms add Gen Z-ers to the workforce, some are altering company structures and procedures to accommodate how this generation likes to work.

Ronsco, for example, has recently changed the format of its quarterly safety training meetings. Instead of inviting only the

foremen to attend, the new meeting structure calls for all in the company to be present — including Gen Z-ers, who have limited experience in construction.

“If we bring young kids in early, whether millennials or Zs, we can make them part of an effective safety process,” Berardo says. “We don’t want to say, ‘You can come when you’re a foreman.’ No, we say, ‘Come now while you’re an apprentice.’”

By blending Gen Z-ers and senior workers together in their training, each generation better understands the other’s way of thinking — and the company gets an early jump in forming young minds and young skillsets.

The results have been good, Berardo says. Gen Z apprentices contribute productively during meetings. They listen. They enjoy learning. They bring fresh, executable ideas with them, making the company a better place for all.

Even the union is trying to make provisions to place more Gen Z apprentices on the job, Berardo says. In turn, Ronsco is trying to add more apprentices to its workforce.

“We don’t want them to be a set of hands. We want them to work with their tools and to see jobs from start to finish,” Berardo says. “In the past, we have used apprentices to load material and get coffee. But, they can do so much more if they start working with the foreman right from the beginning of a job and stay for its duration.”

How exciting that as Gen Z comes online, industry firms are developing new routines to accommodate them. Firms are rewriting their playbooks, or plan to do so soon. And it starts by accepting the value of Gen Z and letting the energy of this generation run its course.

“On occasion, we hire seniors in the high school trade programs,” Navratil says. “Typically, they’re motivated. They’re learning new things in our shop and on the job site. They tend to be engaged.”

Reprinted with permission from the April 2019 issue of AWCI’s Construction Dimensions (www.awci.org). ☺

Attracting Gen Z into construction

Gen Z has grown up during a period of great economic challenge. They saw their parents struggle to make ends meet during the Great Recession. They saw older siblings become burdened by the high cost of a college education.

“You have to ask yourself, ‘what is the ROI of going to college and getting a job?’” asks Mark Breslin of Breslin Strategies, Inc. “I’m seeing a resurgence of respect for the vocational professions.”

In fact, Culture Co-op found that 78 percent of Gen Z-ers view a four-year college degree as no longer practical.

This offers the construction industry an entree into successfully recruiting Gen Z-ers.

Breslin advises construction companies to identify the successive steps in the construction career path and then to show how their firm provides ongoing development to reach those steps.

“Help the Gen Z-er think long-term. Focus on the advanced training your firm makes available,” Breslin says. “Talk about the career narrative, not just the good-paying job.”



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COMING TO GRIPS WITH BLOCKCHAIN

Blockchain is more than just a buzzword, and benefits organizations should begin familiarizing themselves with the concept. The authors explain the basics of this much-hyped technology and describe its potential applications.

By Michael Stoyanovich and Frank E. Tanz

No doubt you've heard or read about blockchain technology.¹ There's certainly been a lot of hype. But you're probably more than a little fuzzy on what blockchain is and what, if anything, it can do for your organization now. You have a lot of questions, which we will try to answer.

While it's still too early for you to worry about adopting blockchain in your organization, it's not too soon to start learning what it is, to educate yourself and to be prepared. Remember where cloud computing stood six or seven years ago? Everyone was talking about it, but relatively few organizations used it, let alone understood it. That's where blockchain is today. Like the cloud, blockchain is more than just a buzzword. It may have great potential to transform your organization. Just not yet.

WHAT IS BLOCKCHAIN?

Simply put, blockchain is a new form of ledger. Remember that ledgers are a collection of accounts, a list of events and transactions. They used to be books. Today they're databases. In the future, in many cases, they'll be blockchain.

A defining characteristic of blockchain is that instead of storing and processing data in a centralized database (with a backup, of course), as we do today, it uses *distributed ledger technology*. This means that data is shared member to member (more properly described as *peer to peer*), across all the members of a network (also known as *nodes*). See Figure 1.

Any approved user can add or change data in the blockchain and instantly view transactions made by other users. The data is replicated and synchronized, all greatly minimizing any chance of discrepancy or manipulation.

Every piece of information a user adds is mathematically encrypted. Moreover, every time a user changes a unit of data (*a block*) it automatically re-encrypts all of the previous transactions (the *chain*). As a result, the blockchain data gets more secure every time a user makes a change to the ledger. This significantly reduces the risk of privacy breaches and unauthorized data manipulation.

Data cannot be manipulated without network consensus² from most contributors to the blockchain. This ensures the blockchain is transparent, consistent and almost completely immutable³ without going through a

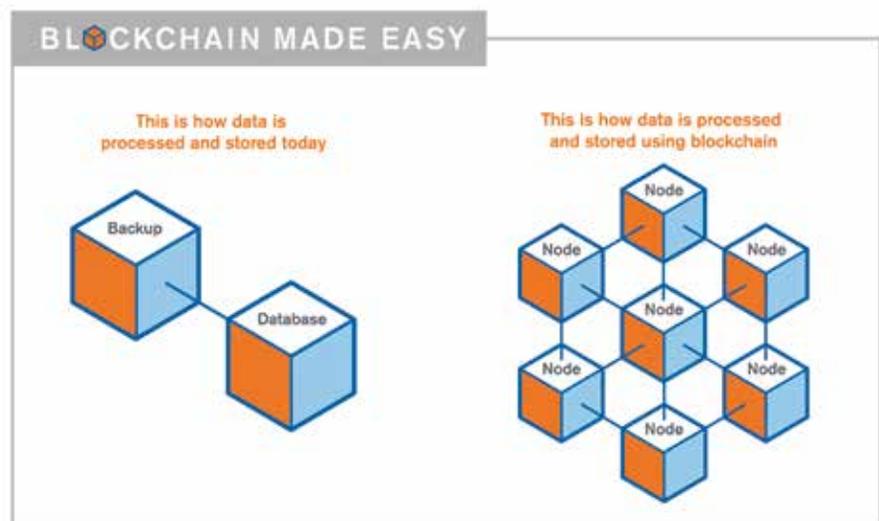
centralized authority, like a bank. See Figure 2.

WHAT ARE THE ADVANTAGES OF BLOCKCHAIN?

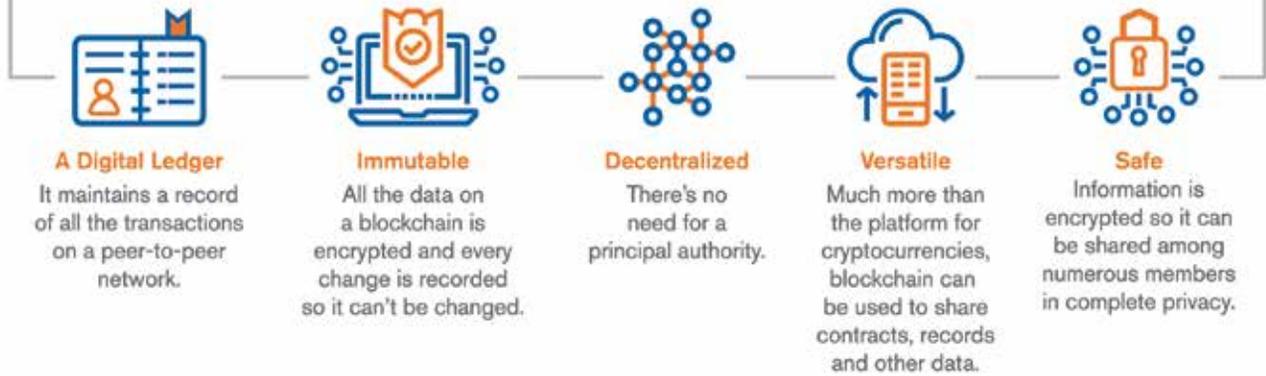
In addition to giving users access to up-to-date information, blockchain creates trust by providing a verifiable, decentralized record of transactions. The four key benefits are:

- 1. Transparency.** Any user can examine the entire transaction history of the blockchain.
- 2. Integrity.** Users are required to rely on the network's shared protocol.
- 3. Efficiency.** Eliminating third parties minimizes settlement times and reduces payment and processing fees.
- 4. Security.** Verified transactions can't be modified.

Blockchain is particularly valuable in low-trust environments where participants



WHAT EXACTLY IS BLOCKCHAIN?



can't transact business directly or lack a trusted intermediary. For example, the United Nations Development Program (UNDP) used it in Serbia alongside several nongovernmental organizations. People were allowed to receive remittances from their families through a UNDP portal. The funds were sent directly to individuals' digital identity cards, which could be used to buy groceries and electricity and pay bills. Blockchain was used to keep record of how the funds were allocated, and it enabled everyone to trade where money was spent.

CAN ANYONE JOIN A BLOCKCHAIN?

That all depends on whether the blockchain is public or private.

A *public blockchain* (like the cryptocurrency Bitcoin) is open to all participants, and network expansion is encouraged. Anyone can run a node on the network. The complete transaction history is visible to all. Consensus is achieved through decentralized methods, such as *proof of work*, which requires some type of work from the participants or *proof of stake*, in which the creator of a new block is chosen in a predetermined method, based on the existing wealth of the participant.

On the other hand, a *private blockchain* is open only to allowed participants. These are typically business partners whose integrity is assumed. In a private blockchain, nodes can have different levels of privileges and permissions. Consensus can be achieved through a wider variety of methods (not necessarily decentralized or computer-intensive methods).

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Takeaways

- Blockchain is a new form of ledger that shares mathematically encrypted data across all members of a network. Data in the ledger cannot be manipulated without network consensus from most contributors to the blockchain.
- Key advantages of blockchain are transparency, integrity, efficiency and security.
- Blockchain is used most widely by cryptocurrencies but is being studied for business uses including supply-chain management, financial services, property rights and retail.
- Traditional databases may perform better than blockchain in some instances because they have faster processing times.
- Because the market for blockchain is not mature outside of cryptocurrency, the technology will not make its way into benefits for some time.

What's the difference between blockchain and bitcoin?

Blockchain is best known as the driving force behind the dominant cryptocurrency bitcoin. But it's not the same thing.

The confusion began in 2008 when a single whitepaper introduced both bitcoin and blockchain. The first bitcoin transaction took place the next year.

The proliferation of bitcoin and the resulting media attention led to the incorrect assumption that bitcoin and blockchain are synonymous. Although blockchain powers bitcoin, cryptocurrency is but one application of the technology. It has many other applications.

WHO USES BLOCKCHAIN?

Today, blockchain is being used most widely and aggressively by many cryptocurrencies. However, it is being studied for use in:

- **Supply-chain management** — to validate the sources and quality of goods as they move from suppliers to end-users.
- **Financial services** — to reduce the cost of real-time transfers between bank accounts while mitigating transactional risks.
- **Property rights** — to register ownership by verifying identity and preventing fraud and error.
- **Retail** — to protect consumers who will not need to provide personal information to make purchases.

Common examples of potential applications include:

- **Smart contracts.**⁴ Blockchain could expedite bicycle-sharing systems⁵ and automatically unlock the door to rented lodgings.
- **Cloud storage.** Users could earn tokens (cryptocurrency) for storing other people's data on their unused hard drive space.
- **Payroll.** Cryptocurrencies make it easy to pay international workers.
- **Voting.** Blockchain elections would be virtually unhackable.
- **Business process management.** Processes such as claims adjustments could stretch across multiple organizations more fluidly and easily than today.

That said, aside from the cryptocurrencies, no major blockchain initiatives have advanced beyond the *research* or *beta* (limited testing) phase. There is no widespread market adoption. Although there have been a slew of business press articles purporting to describe how companies “use” blockchain, they all describe planned initiatives, prototypes or limited implementations, not robust functioning environments.

While some of these initiatives may be available in the near term, most are targeted as future endeavors.

THEN WHY ALL THE HYPE?

Blame it on the cryptocurrencies, which use blockchain, especially bitcoin. In fact, blockchain and bitcoin are often confused

(See the sidebar, “What's the Difference Between Blockchain and Bitcoin?”).

As of this writing, there were approximately 2,520 cryptocurrencies with market capitalization of \$114.4 billion,⁶ but the number and value of these cryptocurrencies can fluctuate drastically. The mostly positive coverage cryptocurrencies have received has facilitated their rapid growth. This has led to vast investments for blockchain startups, rising consumer awareness and government support.

According to Bain & Company research, 80 percent of financial executives think this new technology will be transformative.⁷ Moreover, 41 percent of respondents to a Deloitte global survey say they expect their organizations will bring blockchain into production within the next year, although 39 percent think the technology is overhyped.⁸

ARE THERE ANY DRAWBACKS TO USING BLOCKCHAIN?

That depends on how you use it. When it comes to databases, blockchain's advantages come with significant trade-offs. In some instances, traditional databases may perform better than blockchain. This is because traditional databases are usually centralized, which makes processing time exponentially faster. This is an extremely important consideration, especially if a transaction has to be completed quickly. For example, blockchain is not well-suited for booking reservations or purchasing goods and services that are needed right away since the amount of time it would take for consensus to be realized may be unacceptable.

In addition, like any database model, blockchain is not 100-percent immutable. System security depends on the adjacent applications, which can be attacked and breached.

SO WHAT'S THE BOTTOM LINE ABOUT BLOCKCHAIN?

While blockchain has real promise, much of its value has yet to be realized. Pure potential is great for discussion but poor for production.

To unlock the value of blockchain, you will need to understand how and if it aligns with your organization. For

example, blockchain works to solve trust problems by providing a verifiable, decentralized record of transactions and allowing network members to post transactions directly to other peers without having to go through an intermediary. If you don't require that kind of functionality, you may not need blockchain.

When organizations determine they can benefit from blockchain, it is important to beware of *blockchain vaporware* (products that are marketed and either not delivered or fail to even minimally meet expectations). As always, buy only from vendors that present real solutions to real problems rather than offering the latest "blockchain secret sauce."

For now, however, it is enough to know the technology. Don't feel pressured to adopt it yet. The market is not mature outside of cryptocurrency, and it will take a while for viable blockchain solutions to make their way into your organization.

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About

Michael Stoyanovich is a vice president and senior consultant with the administrative and technology consulting practice at Segal Consulting. He has more than 20 years of experience in the technology and benefits industry, including extensive expertise in technology and working with multiemployer plans. He can be reached at mstoyanovich@segalco.com.

Frank E. Tanz is a vice president and senior consultant with Segal Consulting. He has more than 20 years of experience in the Taft-Hartley multiemployer industry and is an expert in multiple disciplines, including software engineering, database administration, networking and system administration. He can be reached at fetanz@segalco.com. ☺

ENDNOTES

1. Blockchain technology will be referred to as *blockchain* throughout the article.

2. *Consensus* is a mechanism in which participants on the blockchain reach agreement on the validity of the ledger. It is a critical feature of a blockchain.
3. *Immutable* means not capable or susceptible to change.
4. *Smart contracts* are self-executed protocols that are activated when predetermined conditions are met. They add significant value to blockchain by allowing transactions to take place automatically without human interference.
5. A *bicycle-sharing system* is a service in which bicycles are made available for shared use to individuals on a short-term basis. They are in use in many major metropolitan areas.
6. Investing.com, accessed Feb. 1, 2019, www.investing.com/crypto/currencies.
7. Thomas Olsen, Frank Ford, John Ott and Jennifer Zeng, "Blockchain in Financial Markets: How to Gain an Edge," *Bain & Company Brief*, Feb. 9, 2017.
8. Linda Pawczuk, Rob Massey, David Schatsky, *Breaking blockchain open—Deloitte's 2018 global blockchain survey*, January 2018.




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LOCAL APPRENTICESHIP DIRECTORY

North America's Building Trades Unions' world-class apprenticeship programs train workers to become highly skilled, six-figure earning construction workers through a debt-free, technologically advanced education. These earn-as-you-learn programs pay family-supporting wages and provide health care coverage and retirement benefits.

The following information provides more information about the various apprentice programs that are offered throughout the Capital District, Saratoga, Glens Falls and Plattsburgh areas. Most apprentice programs require that the applicant be at least 18 years of age and have a high school diploma or a high school equivalency diploma (such as G.E.D. or T.A.S.C.). Contact the program you're interested in directly for more information on their requirements.

BOILERMAKER

International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers

What do they do?

Boilermakers construct, assemble, maintain, and repair stationary steam boilers and boiler house auxiliaries. They align structures or plate sections to assemble boiler frame tanks or vats, and direct cleaning of boilers and boiler furnaces. Boilermakers also inspect and repair boiler fittings.

National website: www.boilermakers.org

Learn more: Contact Local Union No. 5, Zone 197 for more information. (518) 438-0718 | www.boilermakerslocal5.com

Apprentice information: The term of the apprenticeship is four years, including both classroom and on-the-job training (www.neaac.net).

Apprenticeship applications can be obtained from 9 a.m. to 12 p.m. on the first Tuesday of each month at the following location:
75 South Dove Street, Albany, NY 12202

BRICKLAYER

International Union of Bricklayers & Allied Craftworkers

What do they do?

Bricklayers lay and bind building materials, such as brick, concrete block, cinder block, glass block and terra-cotta block, with mortar and other substances to construct or repair walls, partitions, arches, sewers and other structures.

National website: www.bacweb.org

Learn more: Contact Local Union No. 2 for more information. (518) 456-5477 | www.bac2nyvt.org

Apprentice information: The term of the bricklayer apprenticeship is four years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 9 a.m. to 12

p.m. on the first Tuesday of each month at the following location:
302 Centre Drive, Albany, NY 12203

CARPENTER

United Brotherhood of Carpenters

What do they do?

Carpenters build forms for concrete and frame buildings, walls, footings, and columns and stairs. Carpenters also install doors, windows, storefronts and hand rails, and building cabinets, counter tops and finished handrails.

National website: www.carpenters.org

Learn more: Contact Local Union No. 291 for more information. (518) 438-0901 | www.carpenterslu291.com

Apprentice information: The term of the apprenticeship is five years, including both classroom and on-the-job training.

Prior to submitting an application, applicants need to attend an information session at the Training Center (16 Corporate Circle, Albany, NY 12203), which is given on the first Monday of each month at 6 p.m. Contact the Local Union for additional dates and locations. At the end of the session, a code is provided, which is required to complete the online application.

ELECTRICIAN

International Brotherhood of Electrical Workers

What do they do?

Electricians install, maintain, and repair electrical wiring, equipment, and fixtures and ensure that work is in accordance with relevant codes. They may install or service streetlights, intercom systems or electrical control systems.

National website: www.ibew.org

Learn more:

Contact Local Union No. 291 for more information. (518) 783-9957 | www.ibew236.org

Apprentice information: The term of the apprenticeship is five years, including both classroom and on-the-job training (www.tricityjatc.org).

Apprenticeship applications can be submitted online at any time at the website listed above. Applicants can also visit the Local Union at the address listed below for assistance with completing the application.

428 Old Niskayuna Road, Latham, NY 12110

ELEVATOR CONSTRUCTOR

International Union of Elevator Constructors

What do they do?

Elevator constructors assemble, install, repair, or maintain electric or hydraulic freight or passenger elevators, escalators, or dumbwaiters.

National website: www.iuec.org

Learn more: Contact Local Union No. 235 for more information.
(518) 438-2487

Apprentice information: The term of the apprenticeship is five years, including both classroom and on-the-job training (www.neiep.org).

Applications are only available during specific recruitment times at the following address. Please contact the local office listed above for more information.

890 3rd Street, Albany, NY 12206

GLAZIER

International Union of Painters and Allied Trades

What do they do?

Glaziers install glass in windows, skylights, storefronts and display cases, or on surfaces, such as building fronts, interior walls, ceilings and tabletops.

National website: www.iupat.org

Learn more: Contact District Council No. 9 for more information. (518) 355-4840 | www.districtcouncil9.net

Apprentice information: The term of the apprenticeship is three years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 8 a.m. to 12 p.m. every Wednesday at the following location:

191 Broadway, Menands, NY 12204

HEAT AND FROST INSULATOR

International Association of Heat and Frost Insulators and Allied Trades

What do they do?

Insulators apply insulation to pipes, tanks, boilers, ducts, refrigeration equipment and other surfaces requiring thermal control of temperatures. This trade also handles the removal of asbestos containing material.

National website: www.insulators.org

Learn more: Contact Local Union No. 40 for more information.
(518) 489-6407

Apprentice information: The term of the apprenticeship is four years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 8 a.m. to 12 p.m. on the second and fourth Monday of each month at the following location:

890 3rd Street, Albany, NY 12206

IRON WORKER

International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers

What do they do?

Iron workers raise, place, and unite iron or steel girders, columns, and other structural members to form completed structures or structural frameworks. May erect metal storage tanks and assemble prefabricated metal buildings.

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National website: www.ironworkers.org

Learn more: Contact Local Union No. 12 for more information.
(518) 435-0470 | www.ironworkers12.org

Apprentice information: The term of the apprenticeship is four years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 8:30 a.m. to 10 a.m. on the first Friday of each month at the following location:

17 Hemlock Street, Latham, NY 12110

LABORER

Laborers International Union of North America

What do they do?

Laborers perform tasks involving physical labor at construction sites. May operate hand and power tools of all types. May clean and prepare sites, dig trenches, set braces to support the sides of excavations, erect scaffolding and clean up rubble, debris and other waste materials. May assist other craft workers.

National website: www.liuna.org

Learn more: Contact Local Union No. 157 or Local Union No. 190 for more information.

Local No. 157: (518) 374-6704 | www.laborers157.org

Local No. 190: (518) 426-0290

Apprentice information: The term of the apprenticeship is two years, including both classroom and on-the-job training (www.liunatraining.org).

Apprenticeship applications can be obtained from 8 a.m. to 10 a.m. every Friday at the following location:

348 Duaneburg Road, Schenectady, NY 12306

OR

Applications can also be obtained from 7 a.m. to 9 a.m. on the third Friday of each month at the following location:

666 Wemple Road, Glenmont, NY 12077

MILLWRIGHT

United Brotherhood of Carpenters

What do they do?

Millwrights install, dismantle or move machinery and heavy equipment according to layout plans, blueprints or other drawings.

National website: www.carpenters.org

Learn more: Contact Local Union No. 1163 for more information.
(315) 949-7031 | www.local1163.com

Apprentice information: The term of the apprenticeship is four years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 9 a.m. to 1 p.m., Monday through Friday, at the following location:

175 Central Avenue, Albany, NY 12206

Or online at: www.easternmillwrights.com

OPERATING ENGINEER

International Union of Operating Engineers

What do they do?

Operating engineers operate one or several types of power construction equipment, such as motor graders, bulldozers, scrapers, compressors, pumps, derricks, shovels, tractors, front-end loaders or cranes to excavate, move and grade earth, erect structures or pour

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concrete or other hard surface pavement. May repair and maintain equipment in addition to other duties.

National website: www.iuoe.org

Learn more: Contact Local Union No. 158 for more information. (518) 431-1044 | training@iuoe158.org | www.iuoe158.org

Apprentice information: The term of the apprenticeship is four years, including both classroom and on-the-job training (www.iuoe158training.org).

Apprenticeship applications can be obtained from 8 a.m. to 11 a.m. and 12:30 p.m. to 3:30 p.m. every second Wednesday and second Thursday at the following location:

44 Hannay Lane, Glenmont, NY 12077

PAINTER AND TAPER

International Union of Painters and Allied Trades

What do they do?

Painters paint walls, equipment, buildings, bridges and other structural surfaces, using brushes, rollers and spray guns. May remove old paint to prepare surface prior to painting. May mix colors or oils to obtain desired color or consistency. Tapers seal joints between plasterboard and other wallboard to prepare wall surface for painting or papering.

National website: www.iupat.org

Learn more: Contact District Council No. 9 for more information. (518) 355-4840 | www.districtcouncil9.net

Apprentice information: The term of the apprenticeship is three years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 8 a.m. to 12 p.m. every Wednesday at the following location:

191 Broadway, Menands, NY 12204

PLUMBER AND STEAMFITTER

United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada

What do they do?

Plumbers and steamfitters assemble, install or repair pipes, fittings or fixtures of heating, water or drainage systems, according to specifications or plumbing codes.

National website: www.ua.org

Learn more: Contact Local Union No. 7 or Local Union No. 773 for more information.

Local No. 7: (518) 785-9808 | www.ualocal7.org

Local No. 773: (518) 792-9157 | www.lu773.org

Apprentice information: The term of the apprenticeship is five years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 9 a.m. to 4 p.m. every Thursday at the following location:

18 Avis Drive, Latham, NY 12110

OR

Applications can also be obtained from 8 a.m. to 10 a.m. on the second Monday of each month at the following location:

37 Luzerne Road, Queensbury, NY 12804

ROOFER

United Union of Roofers, Waterproofers & Allied Workers

What do they do?

Cover roofs of structures with shingles, slate, asphalt, aluminum,

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- Together, the Building Trades and partner contractors invest over \$1.5 billion annually in U.S. apprentice and journey-level training.
- Building Trades' affiliate unions and partner contractors operate more than 1,600 U.S. training centers.
- Nearly two-thirds of all U.S. registered apprentices are trained in the construction industry, and among these construction apprentices, 75 percent are trained in our joint labor-management training programs — known as Joint Apprentice Training Committees (JATCs).
- Since 2016, NABTU's affiliated unions and partner contractors registered an average of 60,000 new apprentices annually.
- If our joint labor-management training system, which is comprised of journey-level training, was a college or university, it would be the largest degree-granting college or university in the United States — over five times larger than Arizona State University.
- All Building Trades apprenticeship programs are registered with the U.S. Department of Labor's Office of Apprenticeship or the State Apprenticeship Agencies.
- The Building Trades also provide up-skill training for tens of thousands of journey-level workers each year, with the goal of continually improving their cutting-edge skills.

Information courtesy of North America's Building Trades Unions.

wood or related materials. May spray roofs, sidings and walls with material to bind, seal, insulate or soundproof sections of structures.

National website: www.unionroofers.com

Learn more:

Contact Local Union No. 241 for more information.

(518) 489-7646

Apprentice information: The term of the apprenticeship is three years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 8:30 a.m. to 11:30 a.m. and 12 p.m. to 3 p.m. every Tuesday at the following location:

890 3rd Street, Albany, NY 12206

SHEET METAL WORKER

International Association of Sheet Metal, Air, Rail and Transportation Workers

What do they do?

Sheet metal workers fabricate, assemble, install and repair sheet metal products and equipment, such as ducts, control boxes, drainpipes and furnace casings. Work may involve any of the following: setting up and operating fabricating machines to cut, bend and straighten sheet metal; operating soldering and welding equipment to join sheet metal parts; or inspecting, assembling and smoothing seams and joints of burred surfaces. Includes sheet metal duct installers who install prefabricated sheet metal ducts used for heating, air conditioning, or other purposes.

National website: www.smart-union.org

Learn more: Contact Local Union No. 83 for more information.

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Apprentice information: The term of the apprenticeship is four years, including both classroom and on-the-job training.

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Applications can also be submitted online at the website listed below:

900 Commerce Drive, Clifton Park, NY 12065

www.smartlu83.org

SPRINKLER FITTER

United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada

What do they do?

Sprinkler fitters lay out, assemble, install or maintain pipe systems, pipe supports or related hydraulic or pneumatic equipment for steam, hot water, heating, cooling, lubricating, sprinkling or industrial production or processing systems.

National website: www.ua.org

Learn more: Contact Local Union No. 669 for more information.

(800) 638-0592 | contactus@jatc.org | www.sprinklerfitters669.org

Apprentice information: The term of the apprenticeship is five years, including both classroom and on-the-job training

(www.training669.org).

Apprenticeship applications can be obtained from 8 a.m. to 4 p.m., Monday through Friday, at the following location:

18 Avis Drive, Latham, NY 12110

TEAMSTER

International Brotherhood of Teamsters

What do they do?

Teamsters are truck drivers who transport and haul material, merchandise, equipment or personnel between various locations. They may also load and unload, make mechanical repairs and keep trucks in good working order.

National Website: www.teamster.org

Learn more: Contact Local Union No. 294 for more information.

(518) 489-5436 | www.teamsterslocal294.org

Apprentice information: To apply, contact the teamsters directly through the above listed contact information, or at the following location:

890 3rd Street, Albany, NY 12206

TILE SETTER/FINISHER

International Union of Bricklayers & Allied Craftworkers

What do they do?

A tile setter applies hard tile, marble and wood tile to walls, floors, ceilings and roof decks. A tile finisher assists the setter and uses supplies or holds materials or tools, and cleans the work area and equipment.

National website: www.bacweb.org

Learn more: Contact Local Union No. 2 for more information.

(518) 456-5477 | www.bac2nyvt.org

Apprentice information: The term of the tile setter and finisher apprenticeships is three years, including both classroom and on-the-job training.

Apprenticeship applications can be obtained from 9 a.m. to 12 p.m. on the first Tuesday of each month at the following location:

302 Centre Drive, Albany, NY 12203 ☎

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LEADERSHIP BASICS FOR YOUR MILLENNIALS (AND YOU)

By Mark Breslin

Millennials are fantastic at communicating with and connecting to technology. But when it comes to interactive leadership in person – not always. These strategies are meant for you to share with your up-and-coming millennial leaders. They are basic leadership tactics and behaviors that are often overlooked by young people.

Leadership is not just about the title, the power, the education or the authority. It is also how you carry yourself and how people see you interact with them and others. So here is a list for you to pass

on – or even cover with some of your millennial leaders in person and start your construction foreman training.

The first thing to drive home is that good leadership behavior is sometimes pretty subtle. It can be a combination of manners, style, communication, body language and self-awareness:

- When entering a room or coming on a job site, take the time to greet everyone by name.
- When someone enters a room, take time to stand and greet him or her.
- Shake hands upon arrival and departure.

- Have a firm and straightforward shake. Keep the bro shake at home.
- Greet people in a friendly manner.
- Maintain excellent eye contact at all times. For young leaders, that means not looking at your cell phone every two minutes.
- Make people feel good about themselves when they are around you.
- Do not look or act distracted around others.
- Ask lots of questions instead of trying to prove you're the smartest guy in the room. Asking smart questions is better than trying to make smart comments.
- Don't overreact too strongly to anything good or bad.
- Don't interrupt, even if you can because you are in charge. Even if it seems you are listening to the stupidest thing you ever heard.
- Don't talk too much.
- Give praise and recognition whenever it is warranted.
- Be positive and encouraging in manner and style.

When I am in a meeting, I know who the real engaged leaders are. They are the ones listening and focused on the person talking, not looking down at a five-inch screen. Sometimes we have to remind people that leadership is very visible at all times.

Mark Breslin is a strategist and author of several books, including most recently, The Five Minute Foreman: Mastering the People Side of Construction. Visit his website at www.breslin.biz or contact him at (925) 705-7662. ☺

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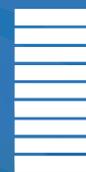
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