



Great Lakes
Construction
Alliance

An Owner, Labor, Contractor Partnership



The Great Lakes Construction
Alliance of Northwest Ohio

CODE OF EXCELLENCE

Total Formula to Promote
Jobsite Excellence
and
Customer Satisfaction

November 2006

Overview

The Code of Excellence is a program for the Northwest Ohio construction industry to promote and bring out the best from our construction members on the jobs performed by our signatory contractors.

The Code of Excellence is:

- ♦ Highest Quality and Quantity of work;
- ♦ Using best skills;
- ♦ Using best work practices.
- ♦ Best safety practices.

The goal of the Code of Excellence is a job built on time, safely, under budget, and built right the first time.

The Code of Excellence will instill in our membership pride in their craftsmanship. Upon completion of the job, the lasting impression of quality workmanship will remain with the customer, prompting him to utilize the Northwest Ohio building trades and local contractors again.

The Code of Excellence can be accomplished through teamwork on the job, and projecting a good attitude about the work we do on and off the job.

The Code of Excellence must have the total support of the Local Unions at all levels, and the Officers of the Local Unions must pay particular attention to this task by setting an example for others to follow, as well as promotion of the Code of Excellence.

The Code of Excellence also incorporates as a part of its guidelines the GLCA's Absenteeism Policy, which is attached hereto as an addendum.

Union Responsibilities

The Business Managers or their representatives shall insure the following responsibilities in implementing the Code of Excellence are being met every day and by every member:

- ♦ Insuring that all members are adhering to the contractual starting and quitting times;
- ♦ That break times are limited to the time allowed by the contract, or agreement(s) at the designated areas;
- ♦ That all members are adhering to the lunch periods established in the agreement;
- ♦ That members meet their responsibility as members and employees in taking care of the tools provided by the employer;
- ♦ That our members meet their responsibility to be fit for duty, and that our zero tolerance policy for substance abuse be strictly met;
- ♦ That all members be productive and idle time be kept to a minimum;
- ♦ That members meet their responsibility to the employer and fellow members employed on the job to arrive for work on time and ready to work;
- ♦ That members will meet their contractual responsibility to eliminate disruptions on the job;
- ♦ That members will respect the property of the customer, and graffiti and other forms of destruction and waste will not be tolerated;
- ♦ The member will respect the customer, client(s), contractor, and the unions by not wearing clothing or buttons that have offensive wording or symbols. If necessary, the union representative, contractor and owner will jointly decide whether an item is offensive;

- ♦ Leaders on the job will work with other members who have bad work habits and set a standard of quality and productivity second to none, by each member on the job effectively working as a team;
- ♦ All members will carry the necessary and proper tools to meet their contractual responsibility as highly skilled, qualified craftsmen;
- ♦ Slowdowns, and other methods utilized to extend jobs or provide for overtime will not be tolerated.
- ♦ Outside activities which cast the Local Unions in a bad light, and not approved by the Business Managers or their representative will not be tolerated.
- ♦ Any inappropriate behavior toward another member or group of members will not be tolerated.
- ♦ Members shall meet their contractual responsibility to utilize proper safety equipment and methods.
- ♦ Members must meet their responsibility to not leave the jobsite without proper approval.
- ♦ No member shall solicit funds on any project or job without the prior approval of the Business Manager or representative;
- ♦ No use of personal cell phone(s) will be allowed on the project, except for lunch or break periods and emergencies.
- ♦ No sale of merchandise without the prior approval of the Business Manager or representative, Contractor and Owner;
- ♦ Theft of equipment or property will not be tolerated.

Employer Responsibilities

The GLCA's signatory employers have a responsibility to manage their jobs effectively, and as such have the following responsibilities under the Code of Excellence:

- ♦ To address ineffective superintendents, general foremen, and foremen;
- ♦ To insure proper job layout to minimize down time;
- ♦ To insure that there are proper numbers and types of necessary tools;
- ♦ To insure proper storage for contractor and employee tools;
- ♦ To insure that there are adequate numbers of employees to perform the work efficiently, and conversely, to limit the number of employees to the work at hand, which demonstrates to the customer the efficiency of our partnership;
- ♦ To provide the necessary leadership skills for jobsite leaders to eliminate problems;
- ♦ To insure that proper types and quantities of materials are available to insure job progress;
- ♦ To insure that jobsite leaders take the necessary responsibility for mistakes created by management decisions;
- ♦ To eliminate unsafe work conditions, and insure that proper safety training, equipment, and methods are utilized.
- ♦ To comply with OSHA Section 1926.51 regarding sanitation at designated break and lunch areas.

Methods of resolving problems through the Code of Excellence

It is understood that both the unions and the signatory contractors have obligations and responsibilities under the Code of Excellence. The Unions' role is to assist management with individual problems with its members, to insure that the Unions' obligation to provide honest and diligent service to the employer is maintained and improved.

Union Responsibilities

- ♦ The Unions will work with members to correct and solve problems related to job performance;
- ♦ The Unions will communicate on a regular basis with the management team to communicate job progress, work schedules and work process problems to the members.
- ♦ Regular meetings will be established between the Business Managers, or their representative to discuss and resolve issues related to the compliance of the Code of Excellence. If applicable, Management will be invited to attend and participate in the process.
- ♦ In the event an individual member is not meeting membership responsibilities, the Local Union Executive Board shall have the responsibility to address problem member(s) not meeting their obligation, up to and including charges being filed. The role of the Local Union is to correct the problem, by whatever means are at its disposal. While charges may be brought at any time, a 3 strike policy shall be in effect. The first warning may be a verbal warning which shall be documented by the Contractor. The second warning shall be in writing with a copy to the Union. The third complaint shall result in termination and the member shall face disciplinary charges and after a hearing may be fined, suspended, or expelled from the union. This does not affect in any way management's right to terminate an employee for cause.
- ♦ The Unions and Management will endeavor to correct problems with individual members on the jobsite. If the member is unwilling or unable to make the necessary changes, management must make the decision whether that employee/member is detrimental to the goals of the Code of Excellence, and should remain employed.

Management Responsibilities

The ultimate responsibility of managing the job falls squarely on the shoulders of Contractor management. Problems with job performance can be addressed as follows;

- ♦ Management will address concerns brought forth by the Union. If the lowest level of management does not resolve the problem, the Union may choose to address the issue with higher levels of management.
- ♦ If the issue is not resolved, the Local Union or Contractor may call for a contractually established Labor-Management meeting to resolve concerns or issues.
- ♦ The Local Unions and Management may elicit customer support to address the problem.
- ♦ Management will communicate on a regular basis with the Unions regarding job progress, work schedules and work process problems.

Other methods for consideration with Contractor and Local Union support:

- ♦ Weekly job progress "toolbox" meetings;
- ♦ Weekly LMCC session to share problems between employers, and solutions to job problems.

NWOGGLCA ABSENTEEISM AND TARDINESS RECOMMENDED POLICY AND WORK RULES

This policy may be enacted on a site-specific basis at the request of the owner.

We recognize that absenteeism and tardiness on construction projects is detrimental and raises the overall cost on our projects. This is documented by the Construction Users Roundtable, Report C-6, dated June, 1982, reprinted September 1989 where "The study team estimated that, on average these direct effects results in a total of twelve man-hours of paid time wasted, for each worker absent. Thus each one percent (1%) increase in daily absenteeism produces a one and one-half percent (1-1/2%) increase in labor costs."

In the interest of controlling these costs and providing the best possible construction environment to perform for our customers, the NWOGGLCA agrees to the following:

- 1.) The time period to monitor will be a rolling thirty-day window.
- 2.) Infractions are: absent; late in's; early out's; long breaks; and long lunch periods.
- 3.) Exceptions are: Pre-approved time off and doctor's slips.
- 4.) On the first infraction, a verbal warning shall be given by the company representative with documentation put in the employee's personnel file.
- 5.) Second infraction during any thirty-day window, will result in a written warning by the company representative with documentation put in the employee's personnel file.
- 6.) The third infraction during any thirty-day window will be grounds for immediate dismissal.
- 7.) Absent for three consecutive days without proper notification will be grounds for immediate discharge.
- 8.) Absent for two consecutive days without proper notification will be considered a second infraction.

Absentee Notification Procedure

It is understood that absenteeism or irregular attendance is not in the best interest of the project. In the event an employee is going to be absent from work for whatever reason, the employee is required to notify his/her immediate supervisor as soon as possible at the job site by calling him/her. The employee shall state the reason for the absence.

Owner requirements on individual projects may exceed these requirements, however employees must be notified of what the requirement's are.

The NWOGGLCA has adopted this effective January 1, 2004. Employers using this must notify their employees.



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Signature Page

Name	Signature	Entity	Date