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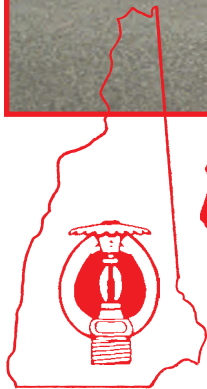
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VOLUME 27
ISSUE 3

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New Hampshire/ Vermont Chapter

Associated Builders and Contractors, Inc. is a national non-profit organization whose mission is to represent the construction industry as a cohesive group of professionals, to serve as their vision and voice, and to pursue quality, common goals, and solutions to industry issues.

The NH/VT chapter is located at:
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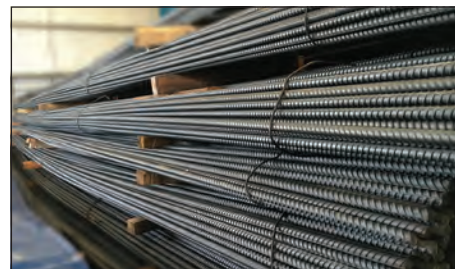


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Taking Care of Our Future

ABC NH/VT continues to bring together public and private sectors to educate the construction professionals of the future. We set out a goal to engage stakeholders to access the challenges and while the work isn't done, ABC identified a number of ways to resolve our industry wide workforce problems. There are on-going efforts to bridge the gap between educators and industry. The approach of the Association on both a national and local level is to utilize innovate and flexible training models to build a safe, skilled and productive workforce.

Recently, our chapter has facilitated certification of dozens of career and technical education providers certified to teach industry-recognized credentials



that will prepare students to enter the workforce. This curriculum comes from the National Center for

Construction Education & Research (NCCER). This was developed with the support of over 100 construction industry leaders and national construction associations in 1996, who shared the common goal of developing safe and productive workforce criteria through standardized training and credentialing programs. This programming is often used in merit shop apprenticeship program training yet is dynamic enough to be brought into the

high school setting. As such, we have an extensive platform to prepare young adults who are eager to explore the exciting opportunities and careers being offered by New Hampshire and Vermont's construction firms.

NCCER is the gold standard of training across the country; however it only recently was spotlighted in New England. The programming provides students a portable credential that is tracked through the NCCER's Registry System, which allows organizations and companies to track the qualifications of their craft professionals in addition to confirming the qualifications of possible new hires. Any employer who needs skilled craft workers, nothing could be better than this resource. NCCER's training program comprises

of more than 80 construction, maintenance, pipeline, and utility areas of curricula and related certifications. In addition, the NCCER curricula is in compliance with the Federal Office of Apprenticeship requirements for training. The primary goal of NCCER is to standardize construction craft training throughout the country so that both contractors and craft workers will benefit from the training no matter where they are located.

ABC is also aggressively working to update the federal apprenticeship law known as the Fitzgerald Act of 1937, which was enacted at a time when organized labor dominated the construction market.

CHAIR, TO PAGE 5

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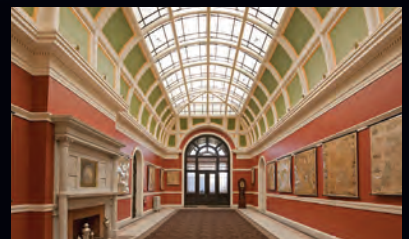
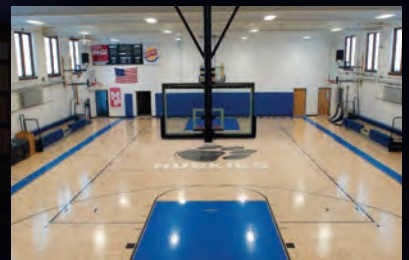


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CHAIR, FROM PAGE 3

As a result, federal and state laws are not contemporary with today's challenges in the workforce such that apprenticeship programs do not accurately reflect what should be industry-driven programs.

We are very proud of the efforts our ABC NH/VT chapter's in working with the state of Vermont to provide a bright future for students in the Green Mountain State. The state's decision to embrace the NCCER curriculum is substantial and will go a long way toward creating a permanent solution to the workforce shortage.

Our chapter is working to move the needle on workforce development challenges faced in New Hampshire, as well. We are optimistic and know that as things progress in Vermont, New Hampshire education officials will pay close attention. ABC NH/VT continues to work on behalf of our membership on a number of fronts to identify and implement solutions to the workforce challenges in our industry.

Wayne Symonds

ABC NH/VT Chairman 2018

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2018 Safety Award Winners

ABC Construction Industry Safety Awards Program recognizes commendable safety performance of individual firms. The awards are intended to convey ABC's strong support of safety performance in full recognition of the fact that each firm has the responsibility for execution of safety, to ensure an overall safe workplace. Statistical data performance applications are submitted, which compile the statistical data that provides the quantitative measure of the applicant's safety performance. ABC reserves the right not to consider a submittal if it deviates substantially from the national average incident rates.



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First – Turnstone Corporation

SIC 15 50,000 – 100,000 Personnel-Hours

First – Bonnette, Page & Stone Corp.

SIC 15 100,000 – 200,000 Personnel-Hours

First – North Branch Construction

Second – Lewis Builders

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Second – Andrews Construction

Third – Leighton A. White, Inc.

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Andrews Construction

Leighton A. White, Inc.

St. Pierre, Inc.

SIC 16 200,000 – 300,000 Personnel-Hours

First – Methuen Construction

SIC 17 UNDER 50,000 Personnel-Hours

First – FA. Gray, Inc.

Second – Laconia Refrigeration



Most Creative

Laconia Refrigeration

Zero Cases Resulting In Lost Workdays

Laconia Refrigeration

SIC 17 50,000 – 100,000 Personnel-Hours

First – Dowling Corp.

Second – Rose Steel, Inc.

Most Improved

Rose Steel, Inc.



SIC 17 100,000 – 200,000 Personnel-Hours

First – Damon Insulation Company

SIC 17 200,000 – 300,000 Personnel-Hours

First – EnviroVantage

Second – DECCO, Inc.

Third – SL Chasse Steel

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Zero Cases Resulting In Lost Workdays

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ABC YOUNG PROFESSIONALS GROUP

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Founded in 2012 as an initiative of ABC NH/VT, the mission of the ABC YPG is *to develop, empower, and connect young professionals through events in an effort to enhance their professional development and business success within the construction industry.*

All of our events, seminars, and collaborations are open and available to everyone - from those just starting their careers to seasoned professionals. We strive to connect individuals of all ages and backgrounds across the construction industry. By coming together to network and unite, we make our partnerships stronger and more fulfilling.

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2018 SPONSORSHIP OPPORTUNITIES

Platinum Sponsorship (\$1,200.⁰⁰) Includes logo on all marketing & event communication throughout the year, logo on website with link to company site, name recognition at all events, logo on all event posters & flyers, and 4 free tickets to all YPG-hosted events (excluding the annual charity event)

Gold Sponsorship (\$1,000.⁰⁰) Includes logo on all marketing & event communication throughout the year, logo on website with link to company site, name recognition at all events, logo on all event posters & flyers, and 2 free tickets to all YPG-hosted events (excluding the annual charity event)

Bronze Sponsorship (\$750.⁰⁰) Includes written name on all marketing & event communication throughout the year, written name on website with link to company site, and written name on all event posters & flyers

WHY SPONSOR?

Corporate sponsorship monies help the ABC YPG remain a no dues organization. This encourages all young professionals to participate, regardless of their financial situation. As the membership grows, and the need for a greater diversity of professional development and networking arises, sponsorship monies will ensure that our members continue to receive quality opportunities for growth as young professionals.

Contact info@abccypg.org to learn more about becoming a sponsor.

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ABC National Safety Evaluation Recognition

Established in 1989, ABC National's Safety Training Evaluation Process (STEP) was developed and written by contractors, for contractors. Participating ABC member firms measure their safety processes and policies on 20 key components through a detailed questionnaire with the goal of implementing or enhancing safety programs that reduce jobsite incident rates. Companies score their level of achievement for each component on a weighted point scale and document their incident rates (TRIR and EMR). Com-

panies receive a recognition level of Diamond, Platinum, Gold, Silver, Bronze or Participant based on this data.

ABC NH/VT members receiving STEP recognition:

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ABC Future Leaders in Construction Program Graduates Recognized

Future Leaders in Construction (FLiC) is an 8-month long program that meets once a month beginning in October. Affectionately known as “FLiC”, this leadership program has been tailored for construction professionals as they advance in their careers and take on additional responsibilities. The program supports confidence in participants’ abilities and the vision to see the bigger picture. It is also valid for more experienced leaders who need a boost to improve and refresh skills. This program has proven successful for all levels and tenures of employees within an organization. Nationally recognized books are coupled with activities, discussion, and visits from guest leaders in our industry making for a stimulating and effective class environment. Congratulations to the 2017-2018 FLiC graduates:

Joel A. Allen.....	Methuen Construction	NH
Paul R. Beaudet.....	Cobb Hill Construction	NH
Kenneth Beers	Turnstone Corporation.....	NH
Christopher R. Bernier	Martineau Electric	NH
Leanne Brandolini.....	Methuen Construction	NH
Eric Cheyne.....	TCD Construction	NH
Christopher Covert.....	TCD Construction	NH
Gabriele Di Nicola.....	North Branch Construction	NH
Keri Driscoll	NorthPoint Construction Management	NH
Kelly Gaydos.....	Al Terry Plumbing & Heating	NH
Jonathan E. George, EIT.....	The H. L. Turner Group	NH
Robert C. Graham	TCD Construction	NH
Skylar Bennett	Denron Plumbing & HVAC.....	NH
Douglas Lippert.....	Metro Walls	NH
George Luker.....	Irish Electric	NH
Brian McQuade	Interstate Electrical Services	NH
Nicholas Morse	EnviroVantage.....	NH

Joann Pickard	Methuen Construction	NH
Chad Sawin	North Branch Construction	NH
Jillian Shedd.....	NorthPoint Construction Management	NH
Nicholas M. Terry.....	Al Terry Plumbing & Heating	NH
Doug Turchi.....	NorthPoint Construction Management	NH
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Congratulations to recent graduates of the full ABC Superintendent Certificate Program:

Michael R. MacLeod	Charters Brothers Construction
Paul Beaudet.....	Cobb Hill Construction, Inc.
Jacob S. Jordan.....	Milestone Construction
Luc G. Carrier.....	North Branch Construction
Kyle Scheibert	North Branch Construction
Shawn S. Colby	V. R. Concrete
Robert W. Ayotte	V. R. Concrete



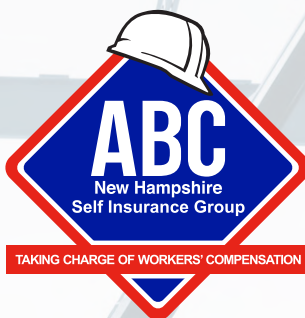
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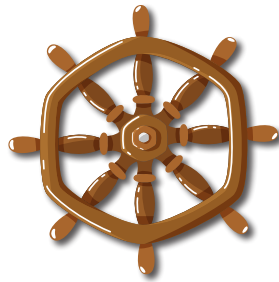


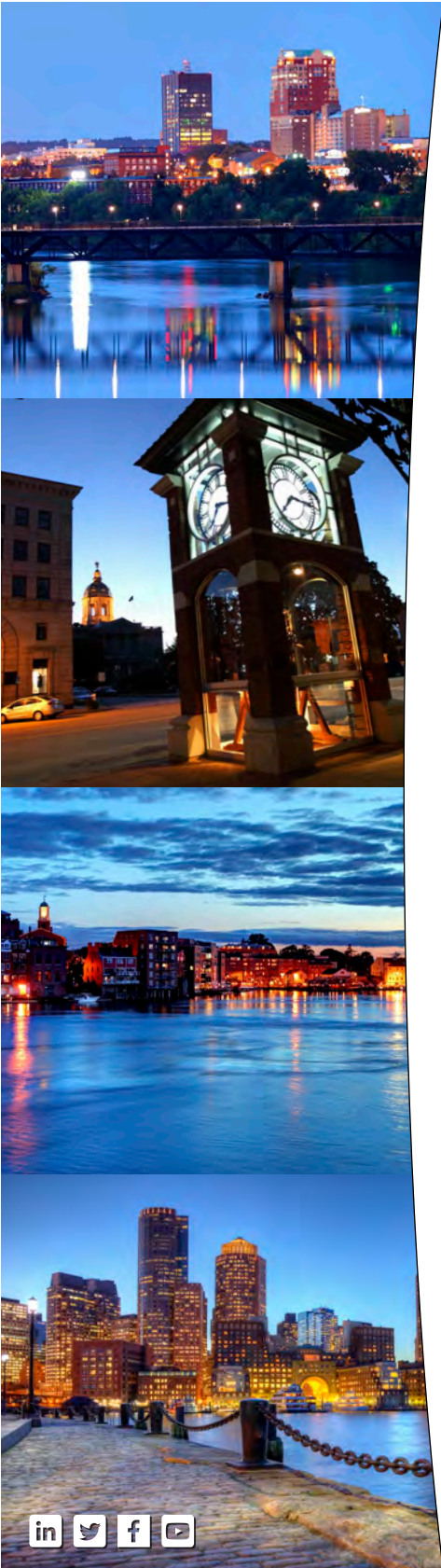
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DESIGNER: UPS, TFM, MSC AND PRATT AND WHITNEY
DEVELOPER: DAICON CORPORATION, DAICON.COM
CONS. STRUCTURAL AND TRAFFIC ENGINEERING:
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Six Ways to Increase Employee Performance Company-wide

BY BRAD WOLFF

Construction executives are always looking for ways to increase productivity and profits. Like most things in life, the solutions aren't obvious due to patterns of thinking that make them invisible. As Einstein said, "Problems cannot be solved with the same mindset that created them." So it is with performance issues.

The 80/20 Rule

Companies in all industries are subject to the 80/20 Rule also known as the Pareto Principle. The principle states that for many events in life, roughly 80 percent of the effects come from 20 percent of the causes. In the workforce, most managers say that 80 percent of work production is accomplished by just 20 percent of employees. This 20 percent (consisting of top performers) are the most valuable to companies. While the exact ratio in a given company may be slightly different, outstanding performers are almost always a small minority of the workforce.

How can companies reverse this ratio so 80 percent of the workforce consists of top performers? The common belief is that employees with the basic skills and desire could be excellent performers if truly motivated. That's simply not true. In reality, everyone one has innate characteristics (often referred to as natural gifts or abilities). People tend to excel in work that aligns with these characteristics and struggle with work that doesn't align. For example, a 6-foot, 2-inch NBA basketball player may excel at guard but would fail at center; a 320-pound NFL football player

may excel as a lineman but would fail as a wide receiver.

Creating a company of top performers (reversing the 80/20 rule) starts with aligning job duties with the innate abilities of the workforce. This is extremely difficult to determine through interviewing or other traditional methods. If those methods were effective, companies would have far better alignment than they do. Just as professional sports teams have objective, science-based processes to select the right athletes for the right positions, companies benefit from the same mindset.

Create Alignment Between Employees and Job Duties

There are six steps to create alignment.

1. Communicate the commitment to help employees do work that aligns with their innate gifts. Be open and honest about the intent.
2. Inform employees that some may move into different roles or have job descriptions modified where appropriate. If a suitable position is not available, the company will help them transition in a positive way.
3. Develop an accurate view of the innate characteristics needed for top performance in each position.
4. Administer a reliable and valid assessment tool to measure the innate characteristics of the employees. Due diligence is vital since most tools have

limited effectiveness.

5. Match employees with the appropriate roles. This may be a new role or entail some adjustment of duties. Though a perfect fit is rarely possible, if no good fit exists, discuss transition.
6. With new hires, use the assessment process on the front end so only potentially top performers are interviewed and hired

What About Manual Laborers?

A challenge construction companies face is the wide range of employees they require. In addition to executive management and office employees, construction companies require less skilled, high-turnover, manual laborers. This can cause contractors to believe these employees are interchangeable with constant hiring to replace the high-turnover. This mass-hire mindset is expensive, filled with stress and presents quality issues. Because many competitors are locked into the same nightmare, this false belief can appear accurate. The good news is that applying the above process is just as valid with laborers as it is with executives and office staff.

For example, take the case of a midwestern construction company in the labor-intensive installation of steel rebar. They reduced their workforce in half and raised net margins from 17 percent to 36 percent using the above methodology. This is because the workers who were innately wired for the job produced more than double what the other workers could do.

Construction supervisors know they can't predict worker productivity from interviews. Many big, strong, athletic men simply don't want to do manual labor. Some of the best manual laborers are physically small or older and are not necessarily in good physical condition. The key is the mental makeup more than the physical makeup. In the case of laborers, it's often the innate characteristic to roll up their sleeves, put their heads down and do the same task repetitively with high quality. Some people innately prefer work that focuses on their ability to think, plan, innovate and communicate. These people may be great for some office jobs, but not as laborers.

The way that companies manage employees matters. However, there is no amount of management intervention that will produce sustainable results when people are misaligned with their jobs. Companies that align their workers are poised to beat their competition.

Brad Wolff is Managing Partner for PeopleMax, an Atlanta-based workforce optimization firm that focuses on helping companies gain control over their people problems to increase productivity, profitability and employee engagement while reducing stress and conflict. You can learn more about Wolff at peoplemaximizers.com or via his new book, "People Problems," now available on Amazon and other fine booksellers.



News of Our Members

■ **AMERICAN STEEL & PRECAST ERECTORS** has been awarded the Colby College Athletic Complex project in Waterville, Maine. The 360,000 sq. ft. complex will be comprised of 5 interconnected buildings, including an ice arena, aquatic center, and a field house. The

firm will erect 2,675 tons of steel, including 29 trusses ranging from 135 to 206 feet long, along with 368 pieces of precast for the ice arena and aquatic center.

American Steel & Precast Erectors successfully completed a residence hall for Colby Col-

lege last summer, and is excited to be going back in May for the largest construction project the school has ever undertaken.

■ **DECCO**, a Brookline, NH-based mechanical contracting firm and national construction excellence award winner, is proud to be distributing more than \$100,000 to its partner/employees in the form of \$750 bonuses made possible by the new "Tax Cuts and Jobs Act."

DECCO is pleased to join other great American companies like American Airlines, Bank of America, FedEx, and Home Depot in taking these steps. The team at DECCO is proud of its culture of partnership. In keeping with that

culture, it shared the benefit of the new tax law with all our partners and their families.

The re-energized economy, spurred on by this corporate tax reduction along with the elimination of excessive regulations, has resulted in DECCO increasing its investment in tools and equipment, rising wages for their merit-based workforce, and a strong backlog throughout 2018.

In addition, DECCO recently opened a 10,000SF training center in Chelmsford, MA to expand its apprentice training and welding school programs in hopes of developing and recruiting people into the trades and providing lucrative careers in construction.



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Construction is underway at Manchester based design-build firm, **PROCON**. In June, 2018 work began on a 2-story, 26,000 SF expansion to PROCON's headquarters. The new building will house the company's construction operations and administrative teams, as well as adding some essential new spaces. This will be the company's second large-scale construction project on home

turf since the 2014 opening of their award-winning Architectural and Engineering department offices.

The space will feature open-concept collaborative space with high ceilings and lots of natural light that expands on the industrial look of PROCON's previous A/E renovation. The overall industrial spaces will showcase high ceilings, mixed materials, exposed structural and mechanical systems, and rustic yet streamlined

accents to achieve a modern aesthetic.

The addition comes after five years of rapid growth and over 100 new hires resulted in the design-build

company reconfiguring their office spaces to fit everyone.

The company has also been honored with multiple industry awards, such as Excellence in Construction from the ABC NH/VT, the Business Excellence award from NH Business Review and the Business NH Magazine "Best Companies to Work for" to name a few. And in 2018, the 4-generations-strong company was ranked by Business NH Magazine as one of the Top Family Businesses.

In summary, as the thunder of heavy equipment shakes the very ground under their feet, PROCON's employees are excited to have a front row seat as the highly anticipated building begins to take shape for a 2019

opening.

PROCON starts work on new 100,000 SF Residence Inn by Marriott in Natick, MA. Construction is underway on the 5-story structure and will



Residence Inn by Marriott in Natick, MA

include event space and is located at 1225 Worcester Street just off Route 9; it is a stone's throw from the Natick Mall and 20 miles from Boston.

The future Residence Inn is part of the Avenu – a premier 62+ Active Adult walkable



PROCON's headquarters expansion

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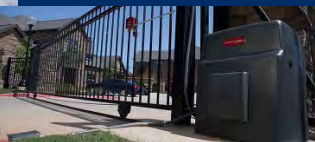
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community that includes a 164-unit apartment building with resort-style amenities. The two buildings will occupy a 9-acre parcel of land known as the "triangle," located on the Town's west side bordering Framingham. The new hotel will also be just 4 miles from Wellesley College ranked by Forbes as one of the top colleges in the U.S.

The hotel will also feature a 3,000 SF event space capable of holding 350 people that will be available by reservation for various special events such as weddings, corporate functions, training, meetings and more. The space flows outside to a second furnished patio area for guests to enjoy. The overall space will subdivide into two smaller areas capable of operating simultaneously for intimate-sized functions. A full-service kitchen and back-of-house corridor will support all of the event spaces. Two boardrooms will also be available to host smaller meetings. There will be exterior parking for 135 vehicles as well as two car-charging stations.

■ Several **NORTH BRANCH CONSTRUCTION** employees were honored at the Associated Builders and Contractors of NH/VT (ABC NH/VT) Annual Merit Shop Night held on June 28th at the Northeast Delta Dental Stadium in Manchester, NH.

The firm celebrated the graduation of Project Manager/Estimator **Gabriele Di Nicola** and Quality Control & Service Manager **Chad Sawin** from the ABC NH/VT Future Leaders in Construction (FLiC) program. The Future Leaders in Construction program has been designed as an interactive exchange to

develop results-oriented leadership for the emerging leaders of ABC member firms and the construction industry.

In addition, North Branch Construction's **Luc Carrier** and **Kyle Scheibert** each received a Certificate of Professional Achievement in Construction Supervision for their completion of the ABC NH/VT Superintendent Certificate Program. The Superintendent Certificate



ABC NH/VT President Joshua Reap, North Branch Construction Carpenter and Superintendent Program Graduate, Luc Carrier



ABC NH/VT President Joshua Reap, North Branch Construction Carpenter and Superintendent Program Graduate, Kyle Scheibert

Program was developed by construction industry professionals to prepare and provide existing or emerging construction supervisory level people with the knowledge and skills required

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to perform their duties.

North Branch Construction was also the proud recipient of the First Place Construction Safety Performance Award and an award for Zero Cases Resulting in Lost Workdays, both in the 'SIC Code 15 100,000-200,000 Man-Hours' category. These safety awards were accepted by North Branch Construction Safety Director Don Carter.

Additional photos of winners can be found on page 11.

■ Laconia-based **MAS-CON** recently hosted U.S. Sen. Maggie Hassan for a jobsite tour of the new Merrimack County Court House. The senator is stressing the need to expand career and technical education programs in New Hampshire, saying they're key in strengthening the

state's workforce pipeline.

Hassan, who is helping to enact the Strengthening Career and Technical Education for the 21st Century Act, called career and technical education programs "critical to New Hampshire's workforce and economy."

To drive home the point, she made a July 3 visit to the construction site in downtown Concord.

At the site, she was joined by Lydia Bartlett, project manager and safety director for Mas-Con, and Steve Rothenberg, director of Concord Regional Technical Center and President of NH Career and Technical Administrators.

"As one of New Hampshire's largest commercial masonry and concrete foundations subcontractor, we rely on a skilled workforce to succeed," said

Lydia Bartlett, project manager and safety director at Mas-Con. "Career and technical education programs are incredibly beneficial not only to us, but to the future of the entire construction industry."

Hassan said the bill will help strengthen the workforce pipeline and "better prepare New Hampshire's students for jobs in the 21st century innovation economy by requiring that CTE programs collaborate with local industry and workforce development organizations to better meet the needs of innovative businesses."

Mas-Con is working with the Concord Regional Technical Center to develop its future workforce. "The partnership between Mas-Con and the Concord Regional Technical Center demonstrates just how important career and technical education programs are to New Hampshire's businesses and people," said Rothenberg. "The Strengthening Career and Technical Education Act is a vital piece of legislation to support and expand successful partnerships like this."

■ **ECKMAN CONSTRUCTION** has been selected as Construction Manager for the Mason Library Program Expansion at Keene State College. The addition to the occupied building located along Appian Way, a main pedestrian walkway through campus, will increase the Library's capacity, particularly for the Cohen Center for Holocaust and Genocide Studies, and create a greater synergy between College programs. This will be Eckman's third project for Keene State College, having most recently completed their Alumni Center.

A ceremonial groundbreaking was held on site on May 7,

2018, and the Eckman team has started construction.

Eckman Construction of Bedford, NH welcomed back **Julianne Cardinal** in the role of Project Superintendent. Cardinal originally joined the Eckman team in 2000 and worked on projects with budgets as large as \$44 million. She eventually rose to become a Superintendent before she left to continue her career with another firm in 2010.

"We are so excited to have her back," said John Deloia, Vice President of Eckman Construction. "To have someone with Julianne's experience want to come back is huge for us. It validates the constant focus on building an atmosphere of employee satisfaction and success."

Cardinal grew up around construction through a family business, and says she began learning site-work at the age of nine. Her professional experience, resume of work, and a degree in civil engineering from UNH make her a valuable asset in the field, where she has made an impressive impact.

Eckman Construction has also hired **Jarod Cain** for the position of Marketing Manager. A graduate of Curry College, he brings extensive experience in the fields of advertising and marketing.

"We are excited to have Jarod with us," said Preston



J. Cardinal



J. Cain

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*ABC 2018 Safety Performance Report, abc.org/spr





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Hunter, Vice President at Eckman Construction. "Jarod is the right person to help us tell the stories of the great work our people are doing every day."

Originally from New Hampshire, he has recently relocated back to the state from Massachusetts with his wife Danielle and their 10-month-old daughter, Vera.

Eckman Construction is also pleased to welcome back **Jonathan Krygeris**, who rejoins the Project Management staff after working at a Massachusetts construction management firm during the past two years. Krygeris originally served in the role of project



J. Krygeris

manager at Eckman from 2010 to 2016 and has an additional nine years of prior experience.

"We are excited to have Jon back," said John Deloia, Vice President at Eckman Construction. "His knowledge of our process and people has allowed an immediate impact to be made. It is as if he never left."

Krygeris is a seasoned construction professional who has overseen several successful projects including Milford Ambulance Facility, Union Crossing Mill Apartments, and the Franklin Pierce University Pappas Health Science & Athletic Training Facility. He holds a degree in Architectural Engineering Technology from Wentworth Institute of Technology.

Joining Krygeris is **Patrick O'Grady** in the position of Estimator. Patrick will support Eck-

man's pre-construction efforts by performing construction estimating tasks and assisting with subcontractor bidding.

"An opportunity presented itself to reinforce the estimating department," said John Deloia, Vice-President of Eckman Construction. "Patrick brings experience from multiple disciplines of construction that will fit well with the current team and is a welcome addition."

O'Grady brings experience in both estimating and project management over his 10-year career in the construction industry. He received his associate's degree from UNH and went on to achieve a Bachelor of Construction Manage-



P. O'Grady

ment from Wentworth Institute of Technology.

■ **TURNSTONE CORPORATION** is pleased to announce its latest collaboration with Dan Enxing, and with Volvo Cars of Exeter. Enxing, a former client and the dealership's owner, has planned a much-needed renovation and expansion of the current building at 140 Portsmouth Avenue in Exeter.

The plan calls for two additions to the current building footprint. One addition will be a new service vehicle drop-off area, and the other will be an addition to their current office space. A renovation to the interior of the dealership is planned, too. The dealership shall remain open and fully operational throughout the entire process.

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—Pamela Volm
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* Vendors and discounts subject to change.

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- **Construction Executive** – The magazine for the business of construction
- **ABC Newsline** – Weekly electronic newsletter for merit shop contractors
- **Local Newsletters** – Print and electronic publications of regional interest
- **Legal Resources** – Get help on labor and construction law issues
- **Construction Economic Update** – Stay current on news that impacts your business

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MEMBER NEWS, FROM PAGE 31

■ **TFMORAN** announces that **Kyle Roy, PE** has joined the firm serving as a Senior Structural Engineer. He has over 20 years of experience in structural design and analysis, including the evaluation of existing or damaged structures for commercial, industrial, institutional and residential building types for a variety of public/private clients. Mr. Roy's experience also includes the evaluation of existing structures for rehabilitation and adaptive re-use. Additionally, he has extensive federal healthcare engineering experience and is a member of the New England



K. Roy

Healthcare Engineers' Society and New Hampshire Society of Healthcare Facility Managers. Mr. Roy has a Bachelor of Civil Engineering degree from the Georgia Institute of Technology and is a licensed Professional Engineer in the states of New Hampshire, Maine, and Massachusetts.

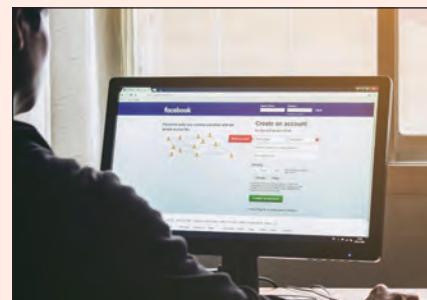
■ **SECONDWIND WATER SYSTEMS** will install carbon filtration for the drinking water at all 6 Merrimack Public Schools in order to treat PFOAs. The firm is pleased to announce it saved taxpayers money by designing systems that will be plumbed to drinking water locations throughout the schools, rather than treating all the water.

How to Use Facebook to Find Great Candidates

BY RYAN ENGLIN

Facebook is known as a place to post baby pictures, memes and even the occasional rant. Hidden inside its two billion active users is a wealth of opportunity for construction companies looking to tap into new and extremely qualified talent.

While many tech companies use the social media giant to actively recruit great people, less tech-savvy companies often miss this opportunity. Whether it's because no one in HR has the expertise to navigate the platform or because they simply have never thought of it, all construction executives should make sure their teams are using Facebook to recruit top candidates.



KEEP FACEBOOK UPDATED

Today's job seekers use social media connections and personal connections to research their next employer. They view a company's website and even the executives' social media profiles prior to applying—yes, the cyber stalking goes both ways. When a company's Facebook page isn't complete or is out of date, it sends a message that connecting with potential talent isn't important.

ACTIVATE JOBS

Use Facebook Jobs as a way to promote open positions to those who follow the company page. Even if they aren't looking, it's likely they know someone who is. Even better, there will now be a Facebook post to advertise to potential job seekers. Too often, we see companies not doing enough to promote open positions. Facebook makes it easy to make sure potential applicants know about open jobs.

PROMOTE THE COMPANY'S CULTURE

An often overlooked promotional opportunity is the company culture. While applicants don't expect everything to be perfect, they do expect a company to be open and honest about what it's like to work there. From celebrations

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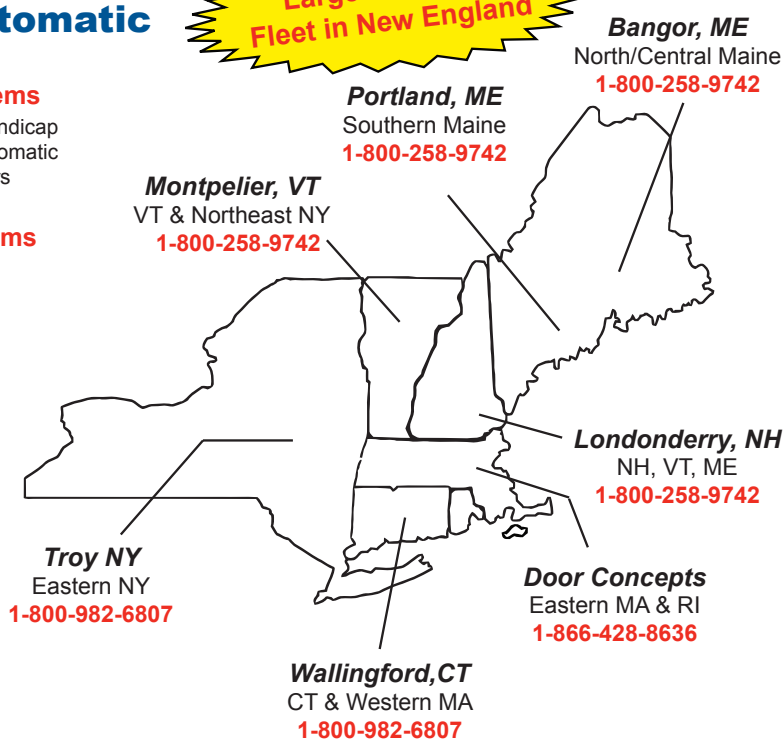
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to company events, there are many opportunities to share what's going on behind closed doors. Better yet, ask a few employees to record a quick video telling people why they like working there.

PROMOTE WITH FACEBOOK ADS

Now is the opportunity to promote the jobs that were activated earlier. Ask the marketing team to target people with interests similar to the best employees. Then, use Facebook ads to promote the company, its culture and its people. Even the simple act of promoting an employee testimonial video can open doors to candidates who may not have previously noticed the company.

HAVE A CONVERSATION

Invite candidates to connect with the team using Facebook Messenger. Engaging with them before an application will help get their questions answered and may speed up the screening process. Too often, people aren't prepared to apply for an open job on Facebook, so it's likely there will be a lot of incomplete applications. It doesn't mean they are bad candidates. It just means they aren't actively looking and are only considering companies that have engaged them.

FACEBOOK'S SECRET WEAPON

Specific audience targeting with Facebook makes it one of the most effective advertising platforms to get in front of great candidates. While the rules are always changing, ignoring Face-

book means missing out on great candidates. In fact, when combining accurate targeting with effective ads, Facebook will beat most advertising platforms.

The company's web developer or marketing agency will be able to set up some of this tracking on the company's website. By better understanding who is visiting the site, audience targeting will become more effective. While this won't happen overnight, eventually Facebook could become the go-to for recruiting the next group of employees.


PART OF THE ARSENAL

While Facebook is useful for finding construction candidates, it shouldn't be the only way of promoting openings. Other job boards will help get the word out. In fact, adding an


applicant tracking system will provide more exposure for opportunities and help streamline the screening process.


When looking for the right people to add to the team, Facebook is an often overlooked platform for finding job seekers. It may not be as easy to post as Craigslist or Indeed, but it's also not as competitive, which means there's a better chance of finding good people.

Ryan Englin is the founder and CEO of Core Matters. Core Matters is a recruitment marketing agency that creates and supports effective recruiting systems for small and medium businesses. By focusing on the employee experience, the recruiting systems create a steady stream of job seeking applicants even in a tough job market.

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Perkins Act Updated for First Time in 12 Years

Congress passed a bipartisan reauthorization of the Carl D. Perkins Career and Technical Education Act, one of the key federal programs that supports vocational education programs that align with local workforce needs and lead to industry-recognized credentials. The bill, which President Trump quickly signed, funds \$7.5 billion in Department of Education grants through 2024.

The legislation allows states to set their own goals for CTE programs without the U.S. education secretary's approval. It also gives businesses an opportunity to provide input on workforce development curricula, and requires educators and state and local education officials to consult with employers at virtually every state of planning, launching, implementing and evaluating a career education program or pathway.

The Latest on WOTUS: Legal Action and Upcoming Rulemakings

In February 2017, President Trump signed an executive order directing the U.S. Environmental Protection Agency and U.S. Army Corps of Engineers to review the 2015 final Clean Water Rule: Definition of «Waters of the United States,» also known as the WOTUS final rule, and accordingly revise or rescind it through public comment.

The agencies are currently implementing the president's executive order through a two-step rulemaking process in order to provide certainty to the regulated community while the agencies develop a revised definition of WOTUS.

Recent Developments

On July 12, the EPA and the Corps published a supplemental notice of proposed rulemaking to seek additional comment on the agencies' proposal to repeal the 2015 WOTUS rule and restore the regulatory definitions used prior to the 2015 rule. ABC submitted comments as a member of the

It also gives businesses an opportunity to provide input on workforce development curricula, and requires educators and state and local education officials to consult with employers at virtually every state of planning, launching, implementing and evaluating a career education program or pathway.

Waters Advocacy Coalition.

On Aug. 16, Judge David Norton of the U.S. District Court for the District of South Carolina in Charleston ruled that the 2015 WOTUS rule can go into effect in the 26 states not currently covered by injunctions from district courts in North Dakota and Georgia. The EPA and Corps are currently reviewing the order as the agencies work to determine next steps. Additionally, a broad coalition of industry groups have stated that they are planning to appeal the decision.

What's Next?

The EPA and the Corps are expected to publish a notice of proposed rulemaking for the revised WOTUS definition in September 2018 and a final rule in fall 2019. Additionally, the agencies are working to finalize a rule to repeal the 2015 WOTUS rule and re-codify the

regulations that existed prior to the 2015 rule in November 2018.

DOL Announces New Compliance Assistance Office

On Aug. 28, U.S. Secretary of Labor Alexander Acosta announced the Department of

- Facilitating and encouraging a culture that promotes compliance assistance within the DOL
- Providing employers and workers with access to high-quality, up-to-date information about their obligations and rights under federal labor laws and regulations
- Assisting enforcement agencies in developing new strategies to use data for more impactful compliance and enforcement strategies
- Enhancing outreach to stakeholders for the department's enforcement agencies.

Labor's new Office of Compliance Initiatives, which aims to promote greater understanding of federal laws and regulations and provide innovative approaches to compliance assistance and enforcement.

According to a DOL news release, the OCI will provide leadership and support to DOL agencies in the following ways:

Additionally, the DOL announced the rollout two new of websites along with OCI—worker.gov, a centralized base of information focused on federal worker protections, and employer.gov, which provides job creators with easy-to-understand information about their responsibilities under federal laws and regulations.

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Create a Competitive Advantage with Employee Health and Wellness Programs

BY LINDSAY STECKLER

No other industry feels the pressure of the war for talent like construction—and it seems as though this battle has no end in sight. The U.S. Bureau of Labor Statistics predicts that the need for construction laborers will increase by 12 percent by 2026, which is almost double the average growth rate for all other occupations. As if a shrinking talent pool wasn't bad enough according to the latest Gallup research, a shocking 51 percent of employees who come to work are actively disengaged, which leads to an increase in accidents, injuries and turnover.

How can employers win the war for talent while ensuring employees perform at their peak and satisfying customers' needs? The answer lies in cultivating a culture of health.

While a culture of safety is commonplace in the construction industry, there is strong evidence to support including employee health and wellbeing too. Cianbro, a mid-size, employee-owned general contractor headquartered in New England, realized early on that

its people were the foundation of its success. The contractor expanded on its award-winning safety program and included resources to support employee

eliminating health care benefits.

Here are some of the keys to Cianbro's success that can be implemented into any construction contractor's business.

How can employers win the war for talent while ensuring employees perform at their peak and satisfying customers' needs? The answer lies in cultivating a culture of health.

health and wellbeing. Cianbro built a program that aimed to "encourage, educate and support team members and their dependents to make healthy, mental, physical and financial lifestyle choices on daily basics."

Cianbro's efforts resulted in a return of \$3 to \$8 in health, productivity, workers' compensation, absenteeism and disability after the five-year mark, but the value of their wellness initiative far outweighs the financial return. Their established culture of health serves as a differentiator in the eyes of their clients, customers and current and prospective team members at a time when many companies are reducing or

their disposal to maintain or improve their health.

4. Provide meaningful incentives. What motivates employees? Is it an extra four hours of paid time off or is it a gift card given around the holidays to help with holiday expenses? If the company doesn't know, ask. Use formal and informal modes to solicit feedback and craft incentives accordingly.

5. Communicate the message. Make sure employees know how important their health and wellbeing is to the success of the company and that each employee has the responsibility to work safely and take ownership of their personal health and wellbeing. Be sure to communicate this message consistently throughout the year and through various communication modalities.

Creating a culture of health starts by understanding that it takes healthy people to operate a healthy company. A culture in which employees are treated with trust and respect and have access to the right resources to support their health and wellbeing serves to attract and retain skilled workers who can successfully meet a contractor's biggest business challenges.

Lindsay Steckler is a Health and Performance Manager at Hub International, where she helps design, develop and promote healthy, high-performing workplaces.

1. Include all levels of management to gain commitment. Leadership support is crucial to the success of a wellness program; however, middle management's role is often overlooked. Ensure middle managers are active participants and are held personally accountable for program outcomes.
2. Link the importance of employee health and wellbeing to what's important to the business. Similar to Cianbro's experience, it is very likely that components of a contractor's wellness program will change and evolve over time. By linking the importance of employee health and wellbeing to the company's overall business goals, it will ensure that message about the importance of employee health and wellbeing remains consistent while components of the program may change.
3. Align the environment. A company can't expect employees to prioritize a healthy diet when donuts and sodas are provided at the worksite. Make sure that policies and practices align with the overall message and employees are aware of the resources at



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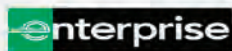
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