

CODE OF EXCELLENCE SAMPLE DOCUMENT

in support of

Jobsite Excellence & Customer Satisfaction

DISCLAIMER

A Code of Excellence offers a broad overview of the importance of jobsite excellence and customer satisfaction. This sample model Code is provided here only for review, reference, and example purposes and does not claim to represent the views or imply agreement of the Board of Directors or members or the WMCA to specific language contained herein. The intent of the Code is to communicate to the construction community and users of construction that jobsite excellence and customer satisfaction is an ongoing goal.

CODE OF EXCELLENCE

OVERVIEW

The purpose of a Code of Excellence is a program delivering the best performance and practices from labor and management partners on construction jobs for the benefit of their customers.

A Code of Excellence is:

- ♦ producing the highest quality and quantity of work;
- ♦ using best work practices and skills;
- ♦ demonstrating an alcohol and drug free workplace;
- ♦ exhibiting best safety practices; and
- ♦ providing long lasting benefits and value for customers.

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

A Code of Excellence will instill pride in craftsmanship and work behaviors. Upon completion of the job, the lasting impression of quality workmanship and value to customers will prompt them to view workers and contractors as their preferred builders.

A Code of Excellence can be accomplished through teamwork on the job, projecting a good attitude about the work done on and off the job, and developing positive and productive relationships with customers and the owner community.

A Code of Excellence must have the total support of labor and contractor members at all levels and leaders must pay particular attention to this task by setting an example for others to follow.

A Code of Excellence also incorporates as a part of its guidelines an Absenteeism / Tardiness Policy, which a sample offering is attached hereto as an addendum.

Sample Construction Labor Responsibilities

Labor business managers or their representatives shall insure the following responsibilities in implementing a Code of Excellence are being met by workers every day:

- ♦ being fit for duty and that a zero tolerance policy for substance abuse be strictly met;
- ♦ being dressed appropriately for the job wearing no clothing, buttons, insignias, or other apparel that has offensive wording or symbols (if necessary, the union representative, contractor and owner will jointly decide whether an item is offensive);
- ♦ utilizing proper safety equipment and methods;
- ♦ using appropriate language and behavior on the job;

- ♦ arriving and being ready to work on time adhering to the contractual starting and quitting times;
- ♦ limiting break times in the designated areas to the time allowed by the contract or agreement(s);
- ♦ adhering to lunch periods that are established in the agreement;
- ♦ taking care of any tools provided by the employer;
- ♦ being productive and that idle time be kept to a minimum;
- ♦ meeting contractual responsibilities to eliminate disruptions on the job;
- ♦ respecting the property of the customer tolerating no graffiti and/or other forms of destruction or wasteful practices;
- ♦ being productive, setting high standards and working as a team on the job;
- ♦ carrying the necessary and proper tools to meet their contractual responsibility as highly skilled, qualified craft persons;
- ♦ utilizing no slowdowns, walk-offs, or other methods to protest or extend jobs or provide overtime;
- ♦ limiting outside activities which might affect performance on the job or that cast the industry in a bad light;
- ♦ leaving the jobsite without proper approval;
- ♦ tolerating no soliciting of funds or sale of merchandise on any project;
- ♦ limiting the use of personal cell phone(s) to lunch or break periods and emergencies as specified in the contract; and
- ♦ tolerating no theft of equipment, property or tools.

Sample Contractor Responsibilities

Contractors have a responsibility to manage their jobs effectively and as such have the following responsibilities under the Code of Excellence:

- ♦ providing the necessary skills for jobsite leaders to eliminate problems;
- ♦ addressing ineffective superintendents, general foremen, and foremen;
- ♦ eliminating unsafe work conditions and insure that proper safety training, equipment, and methods are utilized;
- ♦ insuring proper job layout to minimize down time;
- ♦ providing the numbers and types of necessary tools;
- ♦ insuring proper storage for contractor and employee tools;
- ♦ providing adequate numbers of employees to perform the work efficiently and conversely, limiting the number of employees to the work at hand;
- ♦ providing proper types and quantities of materials are available to insure job progress;
- ♦ insuring that jobsite leaders take the necessary responsibility for mistakes created by management decisions;
- ♦ complying 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 labor and management have obligations and responsibilities under a Code of Excellence. Labor's role is to assist management with individual problems with its members and to insure that the laborers' obligation to provide honest and diligent service to the contractor is maintained or improved.

Sample Construction Labor Responsibilities

- ♦ will communicate performance and behavior expectations to workers before the job starts up and all during the construction phase;
- ♦ will work with their workers to correct and solve problems related to job performance and/or work behavior;
- ♦ will conduct follow-up meetings with the workers after the job is completed in order to receive feedback for improving future job performance;
- ♦ will communicate on a regular basis with the management team and workers regarding job performance and progress, work schedules and work process problems;
- ♦ will establish regular meetings between the business managers, or their representatives within their respective crafts 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.

Sample Contractor 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 communicate on a regular basis with the unions regarding job performance and progress, work schedules and work process problems.
- ♦ Management will address concerns brought forth by unions. 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 labor-management meeting to resolve concerns or issues.

Sample Joint Labor & Contractor Responsibilities

- ♦ In the event a worker is not meeting their responsibilities, the local union executive board shall have the responsibility to address problem worker(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. The first warning may be a verbal warning which shall be documented by the contractor. The second warning should be in writing by the contractor with a copy to the union. A third complaint from the contractor should result in termination from the job and the worker(s) 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 on the job for cause.

- ♦ The unions and management will endeavor to correct problems with individual workers on the jobsite. If the worker is unwilling or unable to make the necessary changes, management must make the decision whether that employee is detrimental to the goals of a Code of Excellence, and should remain employed on that job.
- ♦ If mutually agreeable, local unions and contractor management together, may elicit customer support to address problems.

OTHER METHODS OF IMPROVING JOB PERFORMANCE

- ♦ Weekly/monthly job progress “toolbox” meetings;
- ♦ Routine labor-management sessions to share ideas and address concerns between contractors and unions in order to identify solutions to problems.

CODE OF EXCELLENCE

SAMPLE ABSENTEEISM / TARDINESS POLICY & WORK RULES

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

Absenteeism and tardiness on construction projects is detrimental and raises the overall cost of construction projects. The following is documented by the Construction Users Roundtable, Report C-6, dated June, 1982, reprinted September 1989 where ***“The study team estimated, on average, 12 man-hours of paid time were 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 customers, labor and management should agree to the following:

1. The time period to monitor absenteeism and tardy 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 and contractor to document.
5. Second infraction during any thirty-day window, should 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 should be grounds for immediate dismissal.
7. Absent for three consecutive days without proper notification should be grounds for immediate discharge from the job.
8. Absent for two consecutive days without proper notification should be considered a second infraction.

Absentee Notification Procedure

It is understood that absenteeism or irregular attendance is not in the best interest of the customer. In the event an employee is going to be absent from work for whatever reason, the employee must be 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.

Contractors using a Code of Excellence policy must notify employees and unions and document the notification.