



IT'S SIMPLE EVOLUTION – YOU EITHER ADAPT OR CEASE TO EXIST

by Ed Davenport

The unionized sector of society has continued to lose market share for the last 20-plus years. As I understand it today, if you take public workers out of the equation, organized labor (the union) represents between 8% and 9% of the workforce. By anyone's standards this is a minority. In the Midwest, where it is more unionized, organized labor may represent a little higher percentage, but it is still a minority and it is still losing ground every year.

One definition of insanity is doing what you have always done and expecting a different result. It is crystal clear to me that organized labor must change the way it does business in order to survive. I also believe that they must make major changes very soon or it will be too late. In a way, the dire condition that organized labor has allowed itself

to get into simplifies the situation. If they look back, (not forward) all will be lost. The way things are today or the way they were in the past will be history. Something else will replace them. This causes me much concern for the stability of the Union members' pensions and other benefits.

I was contacted late last summer by a representative of organized labor to attend a day of listening to different speakers talking about labor/management issues and theories. One speaker, from my perspective, did an exceptional job of addressing the state

of things where we (management) operate with our partners (organized labor). The speaker was Mark Breslin and he has authored an outstanding book on this subject entitled, "Organize or Die."

In his book, Mr. Breslin lays out a plan to follow to regain market share. His theory states that organized labor needs to develop a professional marketing plan focusing on the positive things they do and then execute the plan. They also need to make a list of the

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Jeff Townsend at Oakwood Hospital



Lunchtime at the Oakwood jobsite

OAKWOOD HOSPITAL Dearborn, Michigan

Sometimes, timing is everything; in this case, the general contractor needed DMI to step up and man up. It just so happened that some of our most talented and dedicated personnel were coming available. The end result has been a very productive and injury free crew!

This project is a 3-story addition and mechanical penthouse. It consists of 214,000 brick, 107,000 block and 706 pieces of limestone. The contract amount is \$2.1 million. Just about half of the work has been laid within the past three months. Crews are everywhere! The project is pretty cut up, with all three floors, the two exterior stairways and work in the parking structure, all running at the same time. The crew size peaked at about 36, and the activity has been pretty intense at times. The first load of limestone should arrive the second week of February and the project

should be mostly finished by the end of April.

I'd like to thank the entire crew for their efforts. The masons are doing a fine job and really strive for our mission, Do It Right The First Time (D.I.R.T.F.T). Our mason tenders are the best and they make it possible for the bricklayers to achieve and work at their most productive levels. THANKS GUYS! I really appreciate your hard work.

I am equally grateful for all the hard work that takes place back at the main office and the yard. Finally, to my partner **Rick Benner**, I'd like to say, "Your help was huge and I thank you."

Tom Ward, Project Foreman

B I O M E D I C A L SCIENCE RESEARCH BUILDING

Ann Arbor, Michigan

Although the major part of the job

is complete, there are still quite a few pieces of granite to set. This has been a relatively slow process that has required extensive coordination with many of the other trades just to have room to work.

The exterior skin and glazing contractors have a great deal of material stored around the

perimeter as well as numerous manlifts stationed in the only laydown and access areas. Despite these logistical hurdles, all is going well. Most of the granite facing on the building is completed with the exception of the multi radius pieces that go on the unique, egg shaped auditorium (which will also have a Pringles® potato chip shaped roof).

I would like to thank **Carl Bortels** for showing extreme patience with all the obstacles that he has faced every day, having to move everything time after time to accommodate other trade progress as well as our own. I would also like to thank the rest of the crew for the effort to try to be as productive as possible under the adverse conditions. We just keep hoping that spring comes early this year. Well, that's all for now.

Matt Stoddard, Project Foreman

ANN ARBOR NEWS

Ann Arbor, Michigan

Working with O'Neal Construction has been a pleasant experience on this project. The job consists of remodeling the existing Ann Arbor News building. Our work includes glazed CMU, brick, glass block, standard CMU, granite and limestone. They have given us plenty of extras to keep us busy while waiting on materials. We should be done with the contract work within the next couple of weeks.

The crew has done a super job, thanks guys!

Charlie Kaiser, Project Foreman



Jim Varga works around a window frame at Oakwood Hospital

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A LETTER OF THANKS AND AN OFFER OF OPPORTUNITY FROM THE YARD

by **Warren S. Townsend,**
Yard Superintendent

Five years ago, Davenport Masonry, Inc. started a program to rotate one laborer at a time from the field through the yard. The initial idea was to provide the much-needed help in the yard. As it has turned out, these rotations have benefited the company by returning the laborers to the field with added insight and training in equipment maintenance and care. The added equipment life and lowered maintenance costs have been an unexpected and pleasant surprise resulting from this plan.

We have had numerous employees rotate through the yard over the past years. The "tour of duty", as it is sometimes called, varies from 60 to 180 days, depending on work load and manpower needs. I would like to thank **Dave Roberts** and **Michael Howard** for being very helpful in making this program a success. Both of these gentlemen know exactly what needs to be accomplished and are willing to teach the employee who is new to the yard a variety of tasks. Nice work, guys!

I would also like to thank those employees who have been through the yard for their input and assistance. There has been a healthy and valuable exchange of ideas and insights.

In the near future, my goal is to create a more stable structure for this process. This would include teaching, in even greater depth, about the care and maintenance it takes to keep the tools and equipment in the best possible shape for the field operations. If you have interest in adding to your value as an employee and giving a boost to your career development by serving a "tour of duty" in the yard, please contact Ned Niemi or myself and we will put you on the roster for an upcoming rotation. ■

MICHIGAN CONSTRUCTION SAFETY DAY-2005

by **Kyle Lochonic, DMI Project Manager**

On Friday, January 28th I attended the 14th annual Michigan Construction Safety Day. It was an all day event at the Kellogg Center in East Lansing. Safety Day offers a General Safety Program, an Executive Safety Forum, a Safety Day Exhibitor Tradeshow, and for the first time, a two-day program entitled, MIOSHA/OSHA Ten Hour Construction Safety Class. This class is recognized as the baseline for safety training in the construction industry. This course covers safety and health issues as regulated by both MIOSHA and OSHA. Participants in this special class received both an



Guardrails protect employees from a fall hazard, nice job

OSHA and a MIOSHA card certifying their attendance.

Safety Day is broken up into five class periods, which creates the opportunity to attend four classes and take a lunch break with your fellow constructors. This year, Safety Day had an attendance of approximately 350 individuals, representing construction interests from around the state. Construction Supplier Exhibits were also set up in the dining hall where participants could view the latest in construction industry products and supplies, most relating to Jobsite Safety.

Some of the classes offered and their presenters this year were: **Aerial Work Platform, Forklift Scaffold & Man Basket Safety**

Fall Hazards

MIOSHA Construction Safety & Health Update & Focus

Attending for Davenport Masonry this year were: **Ed Davenport**, myself, **Kyle Lochonic**-Project Manager, **Ned Niemi**-Safety Director, **Tom Ward**-Bricklayer Foreman, **Ed Pinto**-Bricklayer Foreman, **John Fletcher**-Restoration Project Manager, **Rick Sudderth**-Restoration Mason, **Wayne Corr**-Laborer Foreman, and **Darin Sloan**-Operator. It was the first time for everybody except for Ed, Ned and I and the opinion of the day overall was quite positive. Everyone felt the classes were worthwhile and informative.

The classes I took and a summary of what I learned are: **Securing the Load on the Move: Rigging Safety** by **John Hartwell**. John is the crane

instructor at the Operating Engineers training facility in Howell. We were taught the basic methods of rigging loads safely, how to determine the strength of various rigging components based on allowable loads, how different rigging configurations affect allowable loads, how to inspect rigging components for wear and when to remove them from service, and how to properly set up and use a personnel hoisting basket with a crane. With years of experience teaching this material, John did an excellent job. He also provided us with sources to obtain further information regarding these topics.

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THE BID DOCTOR

For the first time in almost three years the bid market is extremely busy again. In February alone we are bidding on 30 projects for estimated total of \$26 million in masonry, and so far for March there is already \$12 million in masonry at which we are looking. We are also tracking upcoming work for 2005 and the list keeps getting longer. It looks like the volume of work to be bid will be consistent throughout 2005. Below is a Michigan Construction News website article. It is an **Optimism Quotient Trend** that charts how people in the Construction Industry feel about the upcoming year. As the chart indicates, Michigan had the highest year-over-year increase in the nation from 2004 to 2005. So far 2005 is what we expected, busy. If you would like further information on the construction outlook for 2005, you can go to <http://www.michiganconstructionnews.com/News%20Archive/cit-forecast-12-.html>.

Projects Recently Awarded

U of M Cardiovascular Interior- Ann Arbor, MI

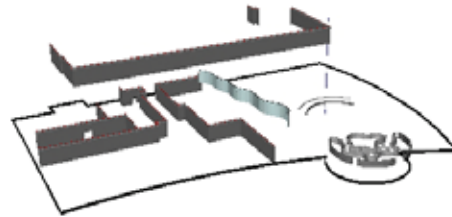
Barton Malow - CM

SBRA Architects

30,000 Block

4,000 Glass Block

400 CF Limestone



Sparrow Hospital West Wing Addition - Lansing, MI

Granger - CM

Neumann Smith Architects

300,000 Modular Brick

5,000 Block



Grand Blanc Reid Road Middle School - Grand Blanc, MI

George Auch - CM

DSA Architects

140,000 Utility Brick

290,000 Block

9,000 Burnished Block

15,000 Glazed Brick



Stegman Creek - Rockford, MI

Our scope is to remove and replace approximately 10,000 lineal feet of mortar joint from this historical stone culvert. A complete slope restoration and landscaping is part of this package also. The original structure was built of wood in 1868 but vandals kept burning it down. In 1883, James House built the culvert from cut fieldstone that he collected from his farm in Rockford, MI

PROJECTS UNDER CONTRACT

Project	Location	Start Date	Finish Date	Crew Size
Hartland Medical	Hartland	2/1/2005	2/20/2005	10 BL/6 LB
Hillsdale College	Hillsdale	7/15/2004	4/30/2005	6 BL/3 LB
U of M Public Health	Ann Arbor	1/15/2005	11/30/2005	10 BL/7 LB
Ann Arbor News	Ann Arbor	11/15/2004	3/15/2005	4 BL/2 LB
First Street Lofts	Flint	4/1/2005	10/1/2005	4 BL/2 LB
Grand Blanc M.S.	Grand Blanc	4/1/2005	11/15/2005	22 BL/15 LB
Guadalupe Church	Flint	4/15/2005	6/1/2005	5 BL/2 LB
Capitol Loop Project	Lansing	3/16/2005	5/15/2005	2 BL/1 LB
Annie Sez / Orchard Mall	West Bloomfield	4/15/2005	5/15/2005	3 BL/1 LB
Wayne State Screen Wall	Detroit	4/1/2005	5/15/2005	8 BL/5 LB
Sparrow West Wing	Lansing	4/15/2005	3/15/2006	10 BL/7 LB
U of M Cardiovascular	Ann Arbor	4/1/2005	8/15/2005	6 BL/3 LB
Stegman Creek	Rockford	5/1/2005	8/1/2005	3 BL/1 LB
Coopersville Post Office	Coopersville	3/15/2005	4/1/2005	3 BL/1 LB
Genesee County Bank	Flint	4/1/2005	6/1/2005	3 BL/1 LB
Kalamazoo Train Depot	Kalamazoo	4/1/2005	9/1/2005	5 BL/3 LB
BioPort Corporation	Lansing	2/15/05	2/30/05	3 BL/2 LB



BioPort - Lansing, MI

Commercial Contracting Corporation - CM

Ledy Design Group

10,000 Modular Brick

5,000 Block ■

Davenport Project News

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MARSHALL ADAMS HALL

Michigan State University

This job is almost complete. The stairway and the elevator hoist are both up. The generator enclosure has been built and the Air Chase/chimney which is sticking out of the roof, looks great. The elevator contractor will be on site in mid to late February to drill his cylinder hole and set the car. By early to mid March, the elevator door fronts should be ready to heel in. There are also 500 brick to lay and grout, with 6-7 pieces of Granite to set when the weather warms up this spring.

This has been a very labor intensive project. There was never a good way to get material to where the work was going on. There was also some pretty creative scaffolding and tarping that had

to be done. **Wayne Corr** and **Jay Dunkel** did a great job dealing with these challenges as they arose.

Al Woodcock was my partner for a good part of this job. Al is an excellent bricklayer and we bounced many ideas



The job at Hillsdale is ready for veneer

off each other. There were challenges for the bricklayers on this job as well as the laborers. **Greg Hall** was with me for the Air Chase/chimney. If you happen to go by the job, look up on the roof.

This piece of work is one that can make both Greg and I proud. We laid it all overhand (from inside the chimney). Hopefully work will pick up and I'll see most of you in the not too distant future. Hang in there.

Greg Dobbrastine, Project Foreman

HILLSDALE COLLEGE

Hillsdale, Michigan

This job consists of 200,000 brick, 95,000 block, 2,000 pieces of limestone and cast stone. A unique aspect of this job is that we built the stairwells and elevator shafts prior to setting the steel. Using this method 1) improves the schedule 2) reduces cost 3) improves safety.

The block is 98% complete. We've just started the exterior veneer. I'd like to thank everyone who has participated in this job so far.

Thanks!

Bob Schittenhelm, Project Foreman ■

It's Simple Evolution

Continued from page 1

negative things that unions do or are perceived to represent and begin to make the necessary changes to correct them.

The masonry industry is a bit unique in that we fight the market share battle on two fronts; 1) Other trades and the building systems represented, and 2) The open shop/merit shop competition. We should never lose track of the fact that we are a trade that can be written out of the spec book. It is my belief that other building systems are a much greater threat to us than the open shop. When you really think deeply about the situation, if we don't bring more value to the end user (the customer) than the open shop does, then we really don't deserve the work. That is why this

situation is really getting quite simple. Any behavior we display or rules that exist that don't provide value to the customer must be changed.

Organized labor does many good things that go unnoticed by our customers. They have legitimate training programs. They offer workforce mobility. Safety is a significant concern of the Union. They stand for a living wage and necessary benefit package for workers and their families to survive in today's world.

There are also things that organized labor does that don't make much sense to me. They refer to their potential clients/members (the open shop) as rats and scabs. This, to me, is completely illogical. They don't have a system in

place to reward their members that exhibit outstanding performance. They have outdated work rules that impede productivity and most often just cause confusion. On occasion, they go on strike which represents a failure on both sides of the fence. One reads a little too often about corruption in the ranks of the union.

I support Mark Breslin's concepts for change. In his book, he doesn't focus on the need for education and training with quite the intensity I feel it should be given, but overall it's an enlightening read. I encourage you all to read his book or listen to his CD's. Some copies are available for you to borrow from our office or you can order them yourself from www.breslin.biz. ■

Construction Safety Day

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Excavation Safety by Gordon Wall and Gary Stephens. Gordon is the Safety Director for John Carlo, Inc. a large underground and paving company. Gary Stephens is with Efficiency Production, Inc., a manufacturer of trenching safety equipment. We were taught the basic MIOSHA requirements for trench and excavation safety. Items included soil type, necessary angle of repose or benches to protect from cave in, and all the requirements for working below the grounds surface. Also, Gordon impressed upon us the responsibility of management, the requirements for both the qualified person and the competent person, checklist methods to assure the required procedures are correctly followed out, and how to manage the issues to be assured of compliance. While we rarely work in conditions affected by excavation safety issues, I learned what to watch for when we do and how to deal with it. I also feel some of the methods I learned can be applied to other safety concerns, such as fall protection.

MIOSHA Construction Safety and Health, Update and Focus by Richard Mee.

Rick has been with MIOSHA since 1973 and was Chief of the Construction Safety Division. He currently serves as Safety Manager in the new MIOSHA Construction Safety and Health Division. We spent our time going over the current MIOSHA statistics as they relate to past performance and reviewed the focus of MIOSHA's current 5 year plan which started in 2004. There were 22 fatal accidents in 2004 compared to 24 the previous year. This coincides with a current downward trend from 34 in 1998. The causes of the 2004 fatal accidents by category were:

Fall	10
Electrocution	3
Caught Between	7

Struck By	2
Other	0

As you can see, the items we are most often exposed to in the masonry business, Falls and Caught Between, lead the list. We cannot put too much emphasis on using adequate fall protection, and using proper pre-job planning to eliminate the potential for caught between with material handling equipment, such as forklifts and cranes. The statistics show the inherent hazards of these two situations which we are exposed to routinely in our operations.

MIOSHA's current five year plan will see them focusing on:

- Projects with significant fall exposure
- Projects in the "Right-of-Way"
- Projects with excavations over 5' deep
- Projects with high masonry walls

At least one of these items occurs on almost all of our jobsites and you can often count on them coming into play. Also, MIOSHA safety inspectors now occasionally travel with one of the



Tony Darkangelo of the MIM teaches Masonry Re-Certification

industrial hygienist's now assigned full time to the Construction Safety Division. Their focus for 2004 will be:

- Lead
- Asbestos
- Silica
- Cadmium
- Carbon Monoxide
- Noise

This new focus on construction worker health is an important issue. Health issues are usually cumulative and have the potential to affect workers for

the balance of their lives even after they've retired. Some of them such as hearing loss are irreversible.

Controlling the Dangers of Lifting: Crane Safety by Charles Ruebelman.

Charles is a Safety Consultant for Liberty Mutual Insurance Company. We learned the statistics of crane accident claims for a ten year period from 1993-2003. 81% of these claims involve Struck by crane (27%), Struck by load (27%), and Fall from crane. The first two are not surprising, as they represent the majority of what cranes do, moving loads. I was shocked to learn that access/egress from the crane is equally hazardous. This is one item we often overlook. We learned that a majority of these claims are from individuals with 3 to 5 years of experience, on the job just long enough to have confidence without an awareness of the potential for problems.

When accidents occur, it's usually a result of one of the following deficiencies, a) Knowledge 2%, b) Equipment 4%, or c) Performance 94%. Preventing crane accidents requires planning, knowledge, observation, and most important communication. Communication is vital in safe lifting. Don't assume anything, especially with regards to personnel working in the area of a lift.

Safety Day, as usual, was outstanding in the presentations available as well as how coordinated the affair was. My thanks to the AGC staff people who work tirelessly for this event, and also to all the presenters who give their time preparing and presenting the course material. These efforts will help to make construction in Michigan a safer occupation.

Michigan Construction Safety Day is sponsored exclusively for Michigan's construction industry by the Michigan Chapter AGC; AGC, Greater Detroit Chapter; the Michigan Department of Labor & Economic Growth, Construction Safety and Health Division; and the Michigan Laborers and Employers and Education Trust - LECET. ■

THE STORY BEHIND DMI'S BEST PRACTICES MANUAL

by Ned Niemi, DMI Safety and Human Resource Director

In 1995, Ed Davenport attended the MCAA Masonry Show in Las Vegas. One of the seminars/classes that he signed up for was called M.Q.I., the Masonry Quality Institute. The seminar was billed as "Applying the Quality Process to the Masonry Industry... including the relationship between Quality & Profits". As Ed says, "It was not anything like I imagined, I expected to hear about production gains through the laying of masonry plumb, level and true to the line." What he heard however, was a new approach to managing a masonry company.

The approach had four major points:

- Become customer driven, both internally and externally.
- Improve the quality of your services, products, and activities.
- Strengthen and foster teamwork within the company.
- Decrease costs while increasing quality and profits.

After returning from Las Vegas, Ed was so excited about the **Quality Improvement Process**, (Q.I.P.), that he began an implementation process immediately. Now, nearly ten years later, Davenport Masonry, Inc. has invested large amounts of money and thousands of hours to train over one hundred employees in the Davenport Masonry, Inc. Quality Improvement Process. One of the principles of the Q. I. P. is to have performance standards to measure your improvement. Davenport Masonry Inc. uses a **Best Practices Manual** to set these standards.

The Best Practices Manual is made up of masonry related work practices that are written and approved by a group of Davenport Masonry, Inc. employees. The manual is broken down into the following sections:

- 01 Table of Contents
- 02 Forms

- 03 Brick
- 04 Block
- 05 Movement Joints
- 06 Flashing
- 07 Miscellaneous
- 08 Equipment

In creating this manual, the following steps are taken: The process starts when an employee who has an idea on how to improve a work practice asks his or her foreman for a **Request for Best Practice Review** form. Once the form is filled out, it is sent in to the office to be reviewed.

Next, the **Quality Steering Team** (Q.S.T.) reviews the suggestion and either assigns it to a **Corrective Action Team** (C.A.T.) or decides that "no action" is required. The employee receives an acknowledgment from the Q.S.T. which includes the decision on the idea and a "thank you" for his/her submission.

The Q.S.T. is a group of Davenport Masonry, Inc. employees that meet every other week. It has a rotating membership made up of employees from the field and the office. Anyone can be a part of this team.

A C.A.T. is made up of Davenport Masonry, Inc. employees that have knowledge and experience in the area of the problem to be solved. The team is issued a **Problem Statement** from the Quality Steering Team. An example of a Problem Statement might be: "*The incorrect profile and installation of the roof reglet receiver flashing causes leaks.*" The C.A.T. then uses the Problem Statement to come up with possible solutions to the problem.

There is a standard form used to work through the problem statement and calculate how much the problem is costing Davenport Masonry, Inc. It may take anywhere from two to five meetings to get through a problem. Rarely is a problem solved within two meetings. The possible solution is

submitted to the Q.S.T. and then usually returned back to the C.A.T. for further refinement. The solution either gets approved with some changes or approved with no changes. The practice is then formatted for the manual, including pictures or drawings to help explain the Best Practice. It is then issued (along with an updated Table of Contents) to the employees that have a Best Practice Manual. These valuable books are made available to any DMI employee who requests one.

Ed Davenport explains the process like this, "It takes patience to enact change, but it also takes teamwork and persistence. EVERYONE has to be a part of finding the answers and enacting the solutions".

There is a need for every person at DMI to be open-minded about these Best Practices and have the willingness to change and to learn. The self-discipline which is required to be able to change one's thinking process is something that everyone can develop with effort.

This Best Practices Manual is DMI's way to document the lessons learned and to serve as a guide for its employees. It is a living document (the addition of new material and revisions of old material will be on-going). Much thought and hundreds of years of experience are shared within these pages. Everyone at Davenport Masonry, Inc. is expected to make good use of this helpful tool.

DMI's goal is to build on their successes and truly become a team that is second to none in a noble industry that contributes greatly to the overall well-being of America's economy and society.

Simply put, the Davenport Masonry, Inc. Best Practice Manual provides their employee's solutions to their customer's needs. ■

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In This Issue...It's Simple Evolution, Project News, Michigan Construction Safety Day, Letter from the Yard, The Bid Doctor, Story Behind DMI's Best Practices Manual, Communication and Proper Focus

COMMUNICATION AND PROPER FOCUS MAKE IT POSSIBLE

by **Bill Plummer, General Field Superintendent**

Everyone's talking about it. Our customers love it. It's our most POWERFUL marketing tool. What is it? It's the **DMI Zero Punch List**.

Satisfied customers are the driving motivator for all we do. Having a zero punch list helps to assure customer satisfaction. Many of the problems (potential punch list issues) I'm observing in my travels are the result of not following the **Best Practices Manual**. It takes consistent focus on doing our jobs the right way to create a consistently superior product.

Here are a few suggestions about how you can help us achieve this goal.

1. Each foreman should assign a conscientious employee to prepare the initial punch list.

2. They should then review the completed list together. If any of the items are in violation of our best practices, they should be shared at the Wednesday morning meeting after the Tool Box safety discussion.

3. The foreman should then assign items for completion to a team member. After completion, the foreman should sign off on each item.

4. Before the job is completed, the job foreman should do a final walkthrough with the job site superintendent.

One of our 2005 initiatives is to get closer to our goal of a Zero Punch List. Good communication on the job is the first key to success. If we can increase our focus on Doing It Right The First Time (D.I.R.T.F.T.), we will continue to grow our list of happy DMI customers. I'll see you at the wall. ■

