

STANDARD FOR EXCELLENCE



A Special Message from General President Mark McManus



To My UA Brothers and Sisters:

Safety. Quality. Productivity. These are the priorities of our contractors and project owners, and these are our priorities as well. The UA Standard for Excellence ensures we meet these priorities each and every day. It is the policy we all live by when it comes to implementing the fundamental principles that underlie the work we do.

The UA Standard for Excellence policy not only outlines the obligations of UA members on the job, it also spells out the obligations of our signatory contractors. This policy has been in effect for more than a decade and it has proven to be very successful in assuring our contractors—and their customers—that the United Association is committed to doing the best job possible. It is our formal declaration of our work ethic, but it is also a guarantee of success for you, our members, in your careers. By following the Standard for Excellence, you will ensure your own future as well as that of our signatory contractors.

I encourage you to keep this booklet handy as one of your most valuable tools. When situations arise on the job site that could undermine our commitment to excellence, you can let these principles guide you in resolving problems.

On behalf of all your General Officers, I want to thank you for the work you do and for your dedication to our organization. With gratitude for your continued loyalty to our great union, I remain

Fraternally yours,

Mark McManus
General President

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Member and Local Union Commitment

To ensure the **UA Standard for Excellence** platform meets and maintains its goals, the local union business manager, in partnership with his implementation team, including business agents, shop stewards and the local membership, shall ensure all members:

- Meet their commitment to the employer and their fellow workers by arriving on the job ready to work every day, on time. (Absenteeism and tardiness will not be tolerated.)
- Adhere to the contractual starting and quitting times, including lunch and break periods. (Personal cell phones will not be used during the workday with the exception of lunch and break periods.)
- Meet their commitment as highly skilled craft workers by providing the required tools as stipulated under the local Collective Bargaining Agreement while respecting those tools and equipment supplied by the employer.
- Use and promote the local union and international training and certification systems to the membership so they may continue on the road of lifelong learning, thus ensuring UA craft workers are the most highly trained and sought-after workers.
- Meet their commitment to be ready and alert to put in a full day of work, ensuring a zero-tolerance policy for substance abuse is strictly met.
- Be productive and keep inactive time to a minimum.
- Meet their contractual obligation to eliminate disruptions on the job and safely work toward the on-time completion of the project in an auspicious manner.
- Respect the customers' property. (Waste and property destruction, such as graffiti, will not be tolerated.)
- Respect the UA, the customer, client and contractor by dressing in a manner appropriate for our highly skilled and professional craft. (Offensive words and symbols on clothing and buttons are not acceptable.)
- Respect and obey employer and customer rules and policies.
- Follow safe, reasonable and legitimate management directives.
- Honor and engage in the best safety practices and fulfill the responsibilities set forth in the **UA Standard for Safety**.

Quality: Meet or exceed project quality expectations.

Safety: Be alert and proactive and help prevent unsafe behaviors.

Productivity: Do everything possible to support on-time and on-budget completion of projects.

Employer and Management Commitment:

MCAA/MSCA, PFI, NCPWB, PCA, UAC, and NFSA and their signatory contractors are committed to managing their jobs effectively, and as such have the following obligations under the **UA Standard for Excellence**:

- Replace and return to the referral hall ineffective superintendents, general foremen, foremen, journeymen and apprentices.
- Provide worker recognition for a job well done.
- Ensure all necessary tools and equipment are readily available to employees.
- Minimize workers' downtime by ensuring blueprints, specifications, job layout instructions and material are readily available in a timely manner.
- Provide proper storage for contractor and employee tools.
- Provide the necessary leadership and problem-solving skills to job-site supervision.
- Ensure job-site leadership takes the necessary ownership of mistakes created by management decisions.
- Encourage employees, but if necessary, be fair and consistent with discipline.
- Create and maintain a safe work environment by providing site-specific training and proper equipment, and by following occupational health and safety guidelines.
- Promote and support continued education and training for employees while encouraging career-building skills.
- Employ an adequate number of properly trained employees to efficiently perform the work in a safe manner, while limiting the number of employees to the work at hand, thereby providing the customer with a key performance indicator of the value of the **UA Standard for Excellence**.
- Treat all employees in a respectful and dignified manner, acknowledging their contributions to a successful project.
- Cooperate and communicate with the job steward and other local union representatives.
- Honor and engage in the best safety practices and fulfill the responsibilities set forth in the **UA Standard for Safety**.

Quality: Create and communicate clear expectations for quality.

Safety: Commit to establishing workplaces that promote a goal of sending all workers home safely in keeping with OSHA standards.

Productivity: Make sure projects are appropriately staffed and have all necessary tools and material, as well as the information they need to be productive.

Problem Resolution through the UA Standard for Excellence Policy:

Under the **UA Standard for Excellence** it is understood that members through the local union, and management through the signatory contractors, have duties and are accountable in achieving successful resolutions.

Member and Local Union Commitment:

- The local union will work with members to correct and solve problems related to job performance.
- Job stewards shall be provided with steward training and receive specialized training with regard to the **UA Standard for Excellence**.
- Regular meetings will be held where a designated local union representative and UA supervision will communicate with the management team regarding job progress, work scheduling and other issues affecting work processes.
- The local union shall communicate with the members about issues affecting work progress.
- The business manager or his delegate will conduct regularly scheduled meetings to discuss and resolve issues affecting compliance with the **UA Standard for Excellence** policy.
- The local union and management will attempt to correct such problems with individual members in the workplace.
- The failure to comply with membership commitment shall be addressed and corrected, as necessary, through appropriate, fair and lawful procedures.

Employer and Management Commitment:

- Regular meetings will be held where the management team and UA supervision will communicate with a designated union representative regarding job progress, work schedules and other issues affecting the work process.
- Management will address concerns brought forth by the local union or UA supervision in a professional and timely manner.
- A course of action shall be established to allow the local union and/or UA supervision to communicate with higher levels of management in the event there is a breakdown with the responsible manager.
- In the event that the employee is unwilling or unable to make the necessary changes, management must make the decision whether the employee is detrimental to the **UA Standard for Excellence** platform and make a decision regarding that employee's further employment.

Additional Jointly Supported Methods of Problem Resolution:

- In the event an issue is irresolvable at this level, the local union or the contractor may call for a contractually established labor management meeting to resolve the issues.
- Weekly job progress meetings should be conducted with local union representatives, UA supervision and management.
- The local union or the contractor may involve the customer when their input is prudent in finding a solution.
- Foremen, general foremen, superintendents and other management should be educated and certified as leaders in the **UA Standard for Excellence** policy.



It is recognized that nothing in these Standards is intended to waive employees' rights to due process on the job.



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