

INTER-OFFICE MEMORANDUM

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DATE December 9, 1966

FROM G. L. Roberts

AT Construction Office

JOB NO.

SUBJECT SUPPLEMENTAL COMMENTARY TO WEEKLY FIELD ACTIVITY REPORT



In preparing this week's report of construction activity, I found a number of items worthy of comment. There are several current items that require considerable explanation and it seemed appropriate to record this information and opinions. I have taken this opportunity to not only report on current labor and manpower problems, but also to report a general status of overall job activity.

I. LABOR

- A. K.E. sheetmetal workers walked off the job Friday afternoon (12-2-66). They were contesting the installation of Armco insulated panels in the waste heat boiler house by ironworkers. This was not an assignment by K.E. since the ironworkers have been installing this type panel on other Project 600 buildings. Apparently an assignment of this type panel to the sheetmetal workers was inadvertently made by a local contractor on another job. Thus, the sheetmetal workers assumption that we were assigning their work to the ironworkers. In the meantime, the International has been contacted by our Industrial Relations personnel and our information on December 7, 1966, is that they have directed the men to return to work. It is our opinion that it will not be until Monday, December 12, 1966. The job has not been too seriously affected since there is very little roof area prepared for metal deck installation by the steel erector at this time.
- B. Eichleay's millwrights were pulled from Project 600 by the local union on Tuesday, November 29, soon after a fight occurred between an ironworker (also employed by Eichleay) and a millwright. (They also pulled K.E. carpenters on Wednesday and Thursday.) The fight resulted from an argument about who was to cut a metal band that locked a wooden collar placed about a roll table roll. The wood collar was applied at the factory to separate rolls in shipment to protect the bearings.

Both A. L. Gordon and C. R. Fitzgerald of K.E. Labor Relations are working on this problem, as are officers of the Eichleay Corporation. As of this writing, no settlement has been reached, although Eichleay and the Union have met and are in telephone communication and are scheduled to meet in Cincinnati on Friday, December 9, 1966.

This walkout can adversely affect hot strip mill progress and we have urged Eichleay to expedite a satisfactory settlement. The Eichleay walkout is having an immediate effect. Piping about the finishing stands is strictly dependent upon mechanical installation and will be

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held up if an early settlement is not reached. More shift work by Eichleay appears necessary should the strike go another week.

II. MANPOWER

A. Structural Steel Erection

In our weekly report for the week ending November 27, 1966, we stated that a follow-up meeting with International Steel on the manpower and progress problem would be held a week later. The second meeting was held with Mr. J. Igleheart, President of International Steel, and the following was affirmed:

1. Mr. Bill Leach would be on the jobsite a full four days out of five and would represent the combine in all matters except financial commitment.
2. International would assign six men to "punch list" items in the hot strip mill.
3. Structural steel work would be put on a five, 9-hour day operation immediately.
4. A monthly meeting of Project 600 personnel and Mr. Igleheart would be held to review problems.
5. A back-charge would be presented to International Steel for the recent overtime worked on two Saturdays and Thanksgiving day.

B. Ironworker Manpower:

Regarding the ironworker manpower, a slight improvement has been experienced in the number of people employed by the steel erector and Kaiser Engineers. Today, International Steel is averaging 77 men, as compared to a low of 66 a little over a week ago. There has been a gain in quality, however, that is important. The recruiting of this manpower has been accomplished through the efforts of the Industrial Relations Department. It should be noted that the steel erector is still short of the necessary manpower.

C. Pipefitter Manpower:

The working average of pipefitter manpower has increased to 400 men at present from approximately 360 a month ago. We are getting men a few at a time and are holding an average of slightly over 100 welders. All-in-all, this essentially satisfies our present needs.

D. Electrician Manpower:

The working average of 425 electricians has remained constant in the past month, with hires balancing the terminations. This number satisfied our requirements at present although we will need some 30 more in the next 30 days.

III. MAJOR FACILITY CONSTRUCTION SCHEDULES

A. Hot Strip Mill Schedule:

Generally we are progressing satisfactorily in most areas of hot strip mill work where the necessary sequence of major disciplines of work are being properly followed.

The weather has been a factor in completing structural steel, roofing, water clarification plant, siding, and backfill work.

The backfill problem has been partially solved by purchased sand and shale material hauled from the area south of the slag dump.

Completion of roofing over the waste heat boiler area is quite critical since progress of several important work items is being impeded by wet conditions.

A tight schedule has been prepared in the field for the water clarification plant and weather is the only major factor to contend with in meeting it.

B. Slab Mill Schedule:

This facility is presently behind schedule due to late starts, design problems and progress by the structural steel erector.

It is important to note the delays have shifted steel erection and roofing work from the fall to winter months, thereby leaving us vulnerable to an increase in the percentage behind schedule.

Despite the obvious deterrents to picking up progress, we have -- among other things -- done two things in particular to meet the end date. First, we are employing all the personnel possible on concrete work, structural steel, embedded electrical, piping, etc. We are and will provide temporary protective covers within reason to maintain continuity of work in inclement weather. It must be noted that there is added cost in this approach that the reader will recognize, but we believe this necessary. As a further note, we are presently in a peculiar situation where freedom to shut down work exposed to weather during storms or extreme temperature is severely hampered. Certain crafts have a considerable percentage of men working on permit and are adamant that should we shut down outside work, their "card" men be moved to inside work. This is, of course, not practical and will not be tolerated except in reasonable circumstances. Labor Relations have been given the assignment to make arrangements with the unions for a reasonable attitude in extenuating circumstances brought on by extreme weather.

Second, we have spent considerable time and effort to re-schedule the slab mill to an April 1, 1968, completion. Basically, we have looked on the optimistic side concerning work accomplished during the winter months. More important, we consider a two shift operation vital for concrete,

piping and mechanical work in particular. Should the winter progress be acceptable, then the shift operation would amount (in my opinion) to about 20% of day forces. Poor winter progress might be compensated for later by a larger shift operation. (This has not been studied.) In any event, we feel that the shift operation is necessary and should be authorized by Armco.

As of this date, all systems are "go" with simultaneous tasks being performed by all crafts.

C. Soaking Pits Schedule:

Although we are behind schedule for essentially the same reasons as the slab mill, the problems are not the same or quite as serious.

Despite weather problems and other factors involved it appears we can provide the concrete pit foundations for the soaking pit subcontractor when he is scheduled to arrive on the job. Further, the subcontractor can start his work without benefit of a bridge crane that would be essential to the slab mill equipment installer. We are, therefore, pursuing a course of action to build pit foundations complete from east to west and expect to start the steel erector in the same area in the immediate future.

IV. SUBCONTRACT ACTIVITY

We presently have 16 subcontractors engaged in major work and six in minor activities, and they are generally performing satisfactorily and in accordance with the schedules. The exceptions are International Steel on steel erection due mostly to manpower and R. H. Bouligny, also basically due to manpower.

The status of new or contemplated subcontracts are as follows:

- A. The Westinghouse Corporation has started on their subcontract for the installation of the elevator in the waste heat boiler area.
- B. A subcontract package has been prepared and reviewed for the equipment installation in the slab mill and will go out for bid during the week of December 12, 1966.
- C. A subcontract package has been prepared for all piping in the waste heat boiler area.
- D. A subcontract package is in preparation for the heating, ventilation and air conditioning of hot strip mill director rooms.
- E. A subcontract package is being prepared for the pickling and flushing of oil lines in the hot strip mill.
- F. A subcontract package is in preparation for pipe line work that will include nitrogen and hydrogen lines from Air Products to south area and the coke oven gas line from the coke battery.

- G. We are presently negotiating with Delta Pipeline (a Project 600 subcontractor) for natural gas piping, certain steam line extensions and process water line extensions to the new water treatment plant.
- H. We will soon start preparation of a bid package for the insulation of piping in the hot strip mill.
- I. As soon as the information is available, we will begin preparation of a subcontract package for driving the 16" piling at the basic oxygen furnace.
- J. We are presently out for bid for the rolling steel truck and railroad doors in the hot strip mill.
- K. We will be opening bids on December 12, 1966, for the stress relieving of high pressure descaling piping in the hot strip mill.
- L. We will issue a "Notice to Proceed" to Gunitite Refractories, Inc., of Kansas City, Missouri, the week of December 12, 1966, for the installation of abrasist flume liner.
- M. A "Notice to Proceed" has been given to the McGraw Construction Company for pickle line structural concrete, equipment concrete and associated embedments, for December 6, 1966. McGraw will commence work by fabricating forms in their shop and expect to start in the field by December 19.

V. CONSTRUCTION PERSONNEL

At the present we are generally satisfied that we have adequate Supervisory and Engineering people with a few critical openings for Cost Engineers, Estimators, and Subcontract Engineers. We will be requiring additional Superintendents and Field Engineers after January 1, 1967.

With the magnitude of subcontracts we are handling and contemplate, it appears we may not have included quite enough subcontract personnel in our overall construction organization chart for 1967.

VI. LIASON WITH ARMCO AND K.E. PROJECT ENGINEERS:

We are pleased to note that there is a cooperative effort by the Armco Construction Department and the Kaiser and Armco Project Engineers to aid us in every way to solve Construction and Engineering problems.


G. L. Roberts,
Construction Manager

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