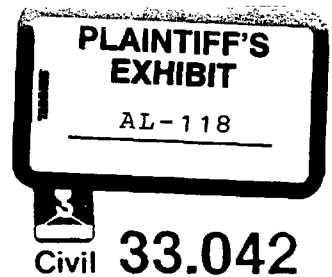




Engineering Standard



LABOR RELATIONS GUIDE FOR OUTSIDE CONTRACTORS AND SUBCONTRACTORS

1988 JANUARY
PAGE 1

1. GENERAL

1.1 This is the labor relations guide for outside contractors and subcontractors when performing work on the property of the Owner and its subsidiaries. The Contractor shall employ labor relations practices which result in cost effectiveness for the Contractor and a decrease in total costs to the Owner. This guide does not relieve the Contractor of any responsibility and/or obligation to conduct labor relations activities.

1.2 Good safety practices allow workmen to devote their productive effort to the work in progress. Institute and enforce an effective safety program in conformance with Standard 33.051, Accident Prevention, Fire Protection, and Security Procedures for Outside Contractors and Subcontractors.

1.3 Owner and Contractor have a mutual interest in maintaining good working conditions. Section V (Site Conditions) of the Contract Specifications outline Owner's obligations and Contractor's responsibility in maintaining good working conditions.

1.4 This Standard covers general labor relations for all locations. Section V (Site Conditions) of the Contract Specifications covers modifications and amendments necessary due to local conditions.

1.5 Fill out and submit Form 33.042.1, "Prequalification Questionnaire - Labor Relations" prior to or with bids for the work.

1.6 Use Form 33.042.2, "Foreman's Delay Survey" during the course of the work. Consult with Owner on the frequency of these surveys and make copies of surveys available to Owner. A supply of these forms is available from Owner.

1.7 Owner will use Form 33.042.3, "Labor Relations Evaluation of Outside Contractors and Subcontractors," during the progress of the work to evaluate the Contractor's labor relations performance. Copies of reports will be sent to the Owner's Construction Management Department. Cooperate with the Owner in these evaluations.

2. CONTRACT REQUIREMENTS

2.1 Immediately notify Owner of: (1) demands for collective bargaining (under the provisions of the Labor-Management Relations Act (LMRA), as amended) made on the Contractor or any of his subcontractors by any labor organization and (2) labor disputes which might affect performance or the cost of the work.

2.2 In the event a labor dispute threatens to affect the performance or cost of the work, Owner reserves the right to restrict Contractor's hiring of employees, to suspend or discontinue Contractor's work, or to terminate this Contract. This may apply whether or not the Contractor or any subcontractor is directly involved in the labor dispute.

2.3 Owner will reimburse the Contractor for reasonable out-of-pocket costs and expenses resulting from the Owner's exercise of rights described in Section 2.2 above. Owner will not compensate for loss of anticipated profits. Termination of Contract as described in Section 2.2 above is termination at the Owner's convenience per the General Conditions.

2.4 Do not, without Owner's consent, invoke any international agreement against any local construction trade union when that local union's contract with the local Contractors' Association has expired or the union has stopped work.

2.5 Abide by labor agreements between the local contractors' association and local construction trade unions which may affect the work or its costs. Contractor should take advantage of special conditions offered in national agreements, local project agreements and other applicable special agreements for reduced construction costs.

2.6 Make no agreements with local unions independent of those existing between the local Contractors' Association and the unions without the Owner's approval.

2.7 The term "local Contractors' Association" means any association that bargains with the local construction trade unions on behalf of construction contractors concerning terms and conditions of employment for construction labor.

2.8 If the work is delayed by strikes by employees of the Contractor or his subcontractors, the time for completion may be extended per the General Conditions.

This Engineering Standard is provided solely for the purpose of disclosing Alcoa's engineering and technical information for a communication for any other than Alcoa. No warranty, guarantee, or other obligation, express or implied, is made as to the accuracy or effectiveness of the foregoing information, products or procedures described or recommended herein.

This Standard is the property of Aluminum Company of America and must be returned to the originator upon request. It shall not be reproduced or copied in whole or in part or used for any other purpose without permission.

ARD 007751



Engineering Standard



Civil 33.042

LABOR RELATIONS GUIDE FOR OUTSIDE CONTRACTORS AND SUBCONTRACTORS

1988 JANUARY
PAGE 3

7. LABOR MOTIVATION

7.1 If requested, actively participate in, and provide representation to, any Site Labor Motivation Steering Committee set up by the Owner or other contractors. (Reference Business Roundtable Construction Industry Cost Effectiveness Project - Report A-2)

8. SUPERVISORY TRAINING

8.1 Insure that supervisory personnel take advantage of training, educational, or orientation programs available in the area. Should such programs be developed by Owner for this project, they will be available to the Contractor. (Reference - Business Roundtable Construction Industry Cost Effectiveness Project - Report A-4)

9. INEFFICIENT WORK PRACTICES

9.1 Form 33.042.3 lists a number of inefficient work practices common to the construction industry. Owner will periodically check whether the Contractor permits these practices. If observed, take steps to insure the practice(s) does not reoccur.

10. USE OF PREFABRICATED MATERIALS

10.1 Install prefabricated or preassembled equipment when specified or purchased by Owner, regardless of the place of fabrication and without unnecessary change or rework. If Contractor prefabricates or preassembles material furnished under the Contract, these materials shall be installed without unnecessary change or rework.

11. PICKETING

11.1 In the event the Contractor's or other contractors' employees picket the site entrance, cooperate with the Owner and other contractors in establishing and operating separate entrances for nonstriking employees.

12. MERIT SHOP

12.1 If required, Owner will arrange for a separate, designated entrance for union contractors on Merit Shop Projects.

This engineering standard is provided solely for the purpose of disclosing Alcoa's approach and is not intended to be a recommendation for any recipient other than Alcoa. No warranties are made by Alcoa, its subsidiaries, or its agents, for the quality or effectiveness of the material, products or procedures described or recommended herein.

This standard is the property of Aluminum Company of America and must be returned on request. It shall not be reproduced or copied in whole or in part or used on behalf of others than Aluminum Company or its subsidiaries without permission.

ARD 007752



Engineering Standard



Civil

33.042.1

PREQUALIFICATION QUESTIONNAIRE — LABOR RELATIONS

1988 JANUARY

PAGE 1

REQUISITION/PURCHASE ORDER NO. _____ WORKS

SPECIFICATIONS FOR _____

CONTRACTOR'S NAME _____ DATE _____

ADDRESS _____

LABOR RELATIONS

1. What is your current employment level?	Permanent	Temporary
Management/Engineering	_____	_____
General Foreman/Superintendent	_____	_____
Foreman	_____	_____
Craftsman	_____	_____
Apprentice/Subjourneyman	_____	_____
Total Hours Worked Last Year	_____	_____
Total Overtime Hours Last Year	_____	_____

2. List the subjects covered in your formal training program for locally hired foremen and/or general foremen. _____

What is your prime source of locally hired foremen and general foremen other than Union Hall? _____

3. List the local training programs for apprentices and/or subjourneymen and explain your support, if other than financial. _____

4. Do you maintain records to allow evaluation of your field work force productivity on your projects? _____ If yes, describe _____

5. Do you have any formal or informal incentive program to recognize efficient work practices on the part of your supervision and/or craftsmen? Yes _____ No _____ If yes, please explain. _____

6. Do you have a labor motivation program in effect on your projects? Yes _____ No _____ If yes, explain _____

This engineering standard is provided solely for the purpose of disclosing Alcoa's approach and is not intended to be a recommendation or a requirement. It is the responsibility of the user to determine the applicability of this standard to the specific project and to the specific circumstances of the project.

This standard is the property of Aluminum Company of America and must be returned on request. It shall not be reproduced or copied in whole or in part, or used on behalf of others than Aluminum Company of America, without permission.

ARD 007753



Engineering Standard



Civil

33.042.1

PREQUALIFICATION QUESTIONNAIRE — LABOR RELATIONS

1988 JANUARY

PAGE 2

7. List the construction trade unions with which you and/or your bargaining group have signed local or national agreements.

<u>Union</u>	<u>Location</u>
_____	_____
_____	_____
_____	_____
_____	_____

8. List the Local and National Contractors' Associations in which you have membership and describe your participation.

<u>Association</u>	<u>Location</u>	<u>Participation</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

9. List any local Users Groups in which you maintain associate membership?

10. List the following information concerning your company labor relations manager.

Name _____ Title _____
Telephone Number _____



Engineering Standard



33.042.2

FOREMAN'S DELAY SURVEY

1988 JANUARY
PAGE 1

CONTRACTOR: _____

CRAFT: _____

NAME OF FOREMAN: _____

GENERAL FOREMAN: _____

(DATE) DAILY EVALUATION: _____

NUMBER IN CREW: _____

PROBLEMS CAUSING DELAY

		MAN-HOURS LOST		
		Number Of Hours	x	Number of Men
			=	Man-Hours
1.a.	Waiting for materials (warehouse)	_____		_____
1.b.	Waiting for materials (not received or not ordered)	_____		_____
2.	Waiting for tools or tools not available	_____		_____
3.	Waiting for equipment	_____		_____
4.	Equipment breakdowns	_____		_____
5.a.	Changes/redoing work (design errors)	_____		_____
5.b.	Changes/redoing work (prefabrication errors)	_____		_____
5.c.	Changes/redoing work (field errors)	_____		_____
6.	Move to other work area	_____		_____
7.	Waiting for information	_____		_____
8.	Interference with other crews	_____		_____
9.	Overcrowded working areas	_____		_____
10.	Plant coordination/authorizations	_____		_____
11.	Other _____	_____		_____

COMMENTS: _____

This engineering standard is provided solely for the purpose of disclosing Alcoa's approach and is not intended to be a recommendation for any project other than Alcoa. No warranties, guarantees, representations, express or implied are made as to the utility or effectiveness of the method, processes, products or procedures described or recommended herein.

This standard is the property of Aluminum Company of America and must be returned on request. It shall not be reproduced or copied in whole or in part or used on behalf of others than Aluminum Company or its subsidiaries without permission.