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CONSTRUCTOR

THE MANAGEMENT MAGAZINE OF THE CONSTRUCTION INDUSTRY

William E. Dunn,
 Editor and Publisher

Albert W. Bentz,
 Executive Editor

Taylor Gregg,
 Associate Editor

Booth Mooney,
 Consulting Editor

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 Edward T. Kelly, Anne Raynor,
 Arthur L. Schmuhl

CONSTRUCTOR

T. GREGG



COVER: The Nation's Capitol. The
 90th Congress will open its
 first session there this month.
 The new Congress promises to
 be more conservative and move
 at a slower pace than its prede-
 cessor. See Booth Mooney's
 analysis on page 31.

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JANUARY 1967

PLAINTIFF'S
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Sprouse, John K. Bowersox,
Edward T. Kelly, Anne Rayner,
Arthur L. Schmuhl

COVER: The official seal of the
U.S. Navy's Civil Engineer Corps,
currently celebrating its 100th
Anniversary, as, simultaneously,
the Navy's famous Seabees cele-
brate their 25th anniversary.

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FEBRUARY 1967



CONSTRUCTOR

THE MANAGEMENT MAGAZINE OF THE CONSTRUCTION INDUSTRY

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Sprouse, John K. Bowersox,
Edward T. Kelly, Anne Raynor,
Arthur L. Schmuhi, Richard
Haas, Richard Bernet

COVER: The State of Ohio has opened to traffic more than a thousand miles of its 1529-mile Interstate Highway System. The cover picture shows a stretch of I-71 over the Little Miami River in Warren County, northeast of Cincinnati. Bureau of Public Roads says a total of 23,476 miles of the Interstate System is now open, with 5,653 miles currently under construction. Photo courtesy of Ohio Department of Highways.

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B. B. Armstrong of Roswell, N. M., Takes Over
as 1967 President of AGC 30

Case History of a Man Typical of Contractors
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Edward T. Kelly, Anne Raynor,
Arthur L. Schmuhi, Richard
Haas, Richard Bernot

COVER: The AGC's new National President is B. B. (Bill) Armstrong of Roswell, N. M. He was installed last month at the 48th Annual AGC Convention/Exhibit in San Diego. For a complete report on the convention turn to page 28.

ARTICLES AND FEATURES

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APRIL 1967



CONSTRUCTOR

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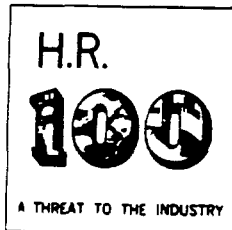
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CONSTRUCTOR



COVER: H.R. 100, the so-called common situs (secondary boycott) bill has been reported out of committee to the House Rules Committee. A complete report on what effect this legislation would have on the construction industry is detailed starting on page 14.

ARTICLES AND FEATURES

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Efficient Use of Your Heavy Equipment Can Save you Many Dollars 44

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COVER: The Western School of Heavy Equipment Operation in Idaho turns out 30 to 40 graduates each month. Article on this unusual institution starts on page 16.

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CONSTRUCTOR



COVER: A beautiful new park named after poet Walt Whitman is to be built in front of the AGC National Headquarters Building in Washington. For details see page 54.

ARTICLES AND FEATURES

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Arthur L. Schmuhi, Richard
Haas, Richard Bernot

CONSTRUCTOR



COVER: Visitors to Expo '67 in
Montreal are seeing a com-
pletely new design for living in
Habitat. For details turn to page
24.

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Arthur L. Schmuhl

CONSTRUCTOR



COVER: A special report on
Manpower in the Construction
Industry is illustrated with
photographs furnished by the
Philadelphia Builders' Chapter.

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CONSTRUCTOR

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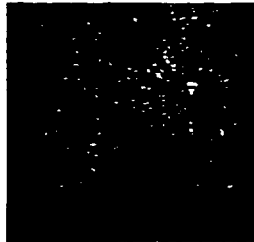
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well, Richard M. Bowie, Rich-
ard C. Creighton, Joseph P.
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CONSTRUCTOR



COVER: Steel Fabrication in the
Mid-west

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OCTOBER 1967



CONSTRUCTOR

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William E. Dunn,
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COVER: Portrait of a softspoken and effective administrator; Frank C. Turner

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COVER: Reproduction of a drawing of Manic 5 by Artist Lili Rethi

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Safety Is The Same In Any Business

by Robert Gray*

TOO OFTEN I have heard the comment, "It's different in the construction business. You can't manage a construction business like a restaurant. You can't do this or that while you are trying to get a bridge or road or a dam built. Construction is just naturally a dangerous business."

I don't believe this. The same principles of good management apply equally as well to construction as to the manufacturing of Ping-Pong balls. The principles of a good safety program apply equally to construction as to the business of flying airplanes. They are the same in any business.

During World War II nearly 50 percent of our naval aircraft losses were a result of accidents not caused by enemy action, but rather by human error and carelessness. Today, as a result of strong emphasis on safety and a formal safety program, there are fewer major accidents than one in every 5,000 flying hours, and this with considerably more complex equipment and increased night and instrument flying. In short—safety pays.

There have been many articles in *CONSTRUCTOR* pointing out specific examples of the large dollar savings possible with an effective safety program. In many cases the savings on insurance premiums are as much as the profit on a contract, not to mention the savings on the hidden cost of accidents, the damage to public relations, and human suffering.

You could call carrier flying "just naturally a dangerous business," or say "you can't have a safety program and learn to fight a war too," and go ahead and accept the high loss rate; or you can do something about it as the Navy did. How? The same way you do it in the construction business.

Management Responsibility

First, and above all, top management, and this means the president,

must demonstrate strong, sincere interest in safety. He must emphatically say "Safety first" and mean it. His line supervisors must know he means it. A strong policy statement from the president, distributed to all employees, should kick off your safety program. It should become a permanent part of your corporate policy.

Line supervisors must be made to realize that safety is *their* responsibility, not the Safety Director's. The foreman is the key to making any safety program work. He must understand top management's interest in safety. He must realize his performance is being judged on the basis of the safety record of his crew, equally as much as the speed or quality with which the job is done.

In the Navy, the key to a squadron

winning the "E," (a highly coveted, annual award for overall excellence), is its safety record and not how well it can drop bombs or shoot rockets. Have one accident that year and you are out of the race, even if you are a "top gun" in weaponry. It should be the same in construction. A foreman with a poor safety record shouldn't remain a foreman. Safety is a line responsibility of each individual supervisor. All the safety directors, posters, memos and booklets aren't worth one good foreman.

Safety training for line supervisors is necessary and will accomplish two things. Most importantly, it will emphasize top management's honest interest in safety and its willingness to devote time and money to safety. Secondly, it aids the supervisor in

*Mr. Gray (shown right) is safety director of W. P. Dickerson & Son, Inc., Youngwood, Pa. At left is W. Logan Dickerson, president of the firm. Mr. Gray was the first to complete the AGC Safety Training Correspondence Course for Construction Supervisors and was asked to give *Constructor* his views on safety. He is also company pilot.



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Three good reasons why Concrete Materials Co. prefers Hough Equipment



1 "Loads a 70-ton car in five minutes!"

Two H-120 Pay® loaders handle full output of this 300,000-ton-per-year plant. In the busy season they load out 47 railroad cars per day. The articulated model shown

here loads a 70-ton car in five minutes on 50 to 100-ft. hauls. Also handles stockpiles and loads trucks. This machine has shown 99% availability in 2,100 hours of service.

INTERNATIONAL
H. HOUGH. H
CONSTRUCTION EQUIPMENT
INTERNATIONAL HARVESTER COMPANY / CHICAGO, ILL.

(Reader Service No. 610)

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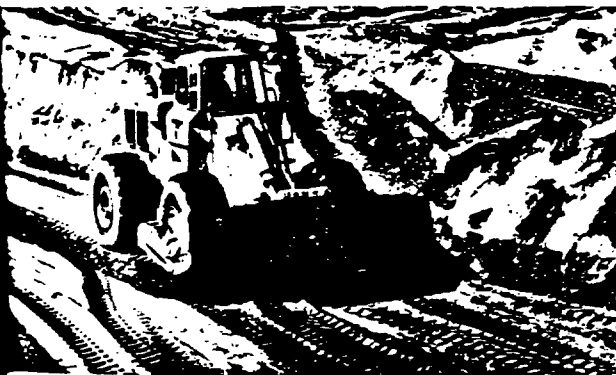
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2 "Excellent availability after five years and 2 million tons"

In another part of the plant, this veteran Pay loader has reached its write-off date and still maintains high production, day in and day out. It handled more than 2 million tons of material. The International engine was overhauled once.



3 "No time lost in 2,500 hours of service!"

The D-120 C Pay dozer works at the company's sand pit, charging hoppers at the rate of 180 tph on a 1,000-foot round trip cycle. It also has to build roads, maintain stockpiles and clean up the area. Tire wear is minor after 2,500 hours of operation.

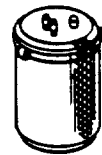
Chuck Sweetman, manager of concrete materials for the Sioux Falls firm, could say a lot more about why the company prefers Hough. Once you have proven Hough performance on the job, no other machine measures up. Let your International Construction Equipment Distributor put one on your job today.

INTERNATIONAL
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COMPARE!

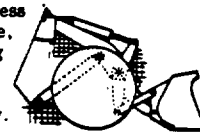
Cleanest hydraulic system

Start with Hough's closed, pressure-controlled, cylindrical reservoir. It's cleaner, stronger. No dirt-catching corners or baffles. It's easy to get at, quick to service. More filter capacity. It's sealed from dirt and moisture and pressure and vacuum controlled to increase pump life.



Simplified loader mechanism

The bucket control cylinder is positioned away from areas of possible spillage to protect piston rod. Use of single cylinder and cord ring seals at all pivot points means less wear, less maintenance, and fewer parts requiring servicing. And clean Hough design gives the operator better visibility.



Widest choice of buckets

It's easier to match a Hough to your job than any other front-end loader. First, there are 12 models to choose from. Then, there is a wide selection of buckets—one just right for your job. In every way, a Hough Pay loader is the best machine you can get for handling all materials.



Compare and you'll switch to Hough!

International Harvester Company
Construction Equipment Division, Dept. 60
401 N. Michigan Ave., Chicago, Ill. 60611

Gentlemen:

I'd like a demonstration ()

I'd like more information on:

- () H-120 C Pay loader () Other Pay loader models
() D-120 C Pay dozer () Other Pay dozer models

Please me for an appointment _____

Name _____

Title _____

Company _____

Street _____

City _____ State _____ Zip Code _____

4203

doing a part of his job more efficiently.

AGC Training Course

The AGC Safety Training Correspondence Course, properly used, is one ready-made, effective device for initiating this training. It is not difficult for the experienced foreman or superintendent to complete. It readily points out critical areas in each type of construction and serves as an excellent refresher on the safety principals and rules which any good su-

pervisor regularly observes. Completion of this course should be required for all present supervisors, but more important, it should be required for each individual prior to being raised to foreman status.

Firm disciplinary action should be taken with violators of basic safety rules. You no longer see military pilots buzzing the beaches or towns. There are no more leather helmets and flowing scarfs, no more so-called "individualists" to whom the rules do not apply. Why? Because a violation means loss of wings or even a

court martial—the first time. Does this cut down aggressiveness, innovation or initiative? Their safety record and their performance in Viet Nam prove otherwise.

Should we say to the man who is smoking in a clearly marked, dangerous "no smoking" area: "Okay, this is a warning. We will give you another chance to blow the place up and then we'll send you home for the day."? A clear written list of basic safety regulations of the company should be posted and distributed to each man. The penalties for violation should be clearly shown and firmly and fairly enforced.

You need records to tell you how you are doing, where you've been and where you're going. Records tell you who is doing well and who isn't and where to put the emphasis. Records need not be elaborate, but they should provide top management with comparative information on performance of the company as compared to other similar companies, as compared to past company performance and a comparison between performances of each major line division of the company.

The AGC Safety Manual describes one rating system, and insurance companies provide quarterly reports. The record should be compiled at least monthly and distributed widely. It should be designed to engender competition and clearly point the finger at those with poor performance.

May Be Written in Contracts

I have no doubt that in the very near future a demonstrated, effective safety program, including many prescribed rules and regulations will be a part of any Federal-aid contract and many state contracts. We had better beat the bureaucrats to the punch and establish our own safety programs.

There will be different problems along the way, but you start the same way as the aviators or that Ping Pong ball maker did—strong continued, sincere emphasis on safety by top management, place safety responsibility with the line supervisor, safety training, firm discipline, and comparative record keeping.

A safety program is the same in any business—it's an absolute necessity, it can be done and—its pays.

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SAFETY

by Raymond S. Noonan

IN AGC's *Manual of Accident Prevention in Construction* there appears under the general heading of public relations this statement: "Accidents on the job are probably the greatest single source of bad public relations for the general contractor." Stated positively this means that safe practices are the best single source of good public relations for the general contractor.

But safety is such an obvious public relations tool that it is easily overlooked. Like any public image the reputation for good safe practices must be earned; it cannot be bought. It can only be attained through a concentrated, vigilant effort exercised day-in and day-out in good times and bad.

A firm's good reputation is limited only by the extent to which it has earned the good will of its own employees. No better method of gaining employee good will is available than the sincere effort to provide for the physical well being of the worker.

So the best place to start your public relations program is by initiating a safety movement through your own workers. Make full use of the innumerable concrete devices with which you may legitimately impress your sincere interest upon your workers and also upon others who will observe your operations. Let the public know that a safe job is under way.

Next make use of the countless posters now available. Plan your poster display with a proper eye

to their public relations value as well as to their safety lessons.

1. Select posters objectively.
2. Place posters strategically.
3. Display posters attractively.
4. Change posters frequently.

Go to the Individual

Get your safety message across on an individual basis. In this regard exploit fully the use of safety instruction cards which can be placed in the hands of each worker. Properly handled this method of establishing a personal relationship between the foreman and the workers directly in his charge is hard to beat. The foreman, by handing these cards to the worker, is in an excellent position to impress upon him the importance which he and management place on the workers' welfare.

The use of suggestion systems, in connection with accident prevention, is another effective way to obtain employee good will. Top management should periodically give individual recognition to workers who show a continuing interest in a suggestion system.

Another method: Take full advantage of safety meetings to promote good will. This effort should be directed not only toward those who participate in such meetings, but it should also be geared for getting effective publicity. Publicize to the greatest possible extent activities of this sort. Invite outsiders, including representatives of the press to such meetings. Have a photographer on hand. Search out the dramatic elements of special news value, and play them up in your presentation to

the newsmen. In situations where awards are made, provide for their public display in store windows, hotel lobbies and similar places. Tie-in such displays with appropriate advertising on such occasions.

Nine Points to Ponder

Practice safety conscientiously in your own organization and then do yourself full justice when telling your story to the public. Let them know in a variety of ways:

1. Use the bulletin boards in your office and on your job sites to convey a message.
2. Let all your employees, including your office force, know about your safety programs.
3. Enlist the interest and cooperation of architects, engineers and subcontractors in your safety campaign.
4. Talk to your suppliers, equipment manufacturers and distributors in terms of safety as applied to your jobs.
5. Let your customers know that a good safety record on your jobs enables you to construct more efficiently and more economically.
6. Promote participation on the part of your firm's principals in civic and public safety activities where opportunities may be developed to put across the story of your company's safety program.
7. Translate safety practice into good public relations by stressing that your concern for safety covers the general public as well as your own employees.
8. Attaching safety messages to pay checks, or imprinting safety suggestions on pay checks,

is a simple but effective way to point out to the worker the economic benefits of good safety practices.

9. For special events or safety awards make extensive use of information media: newspapers, radio, direct mail, display signs, pay envelope safety reminders and the like.

To achieve maximum effectiveness, your safety program must be planned by top management and top management must take an aggressive, sincere and active lead.

It is important to determine the over-all policies to be followed, arrange for the initiation of required procedures to properly effect the safety plan and be certain to make provision for adequate follow-up.

Such an approach to safety will guarantee insurance against accidents within the range of controllable limits and will in turn furnish the thrust for a first rate public relations program. 

