MINUTES

NRMCA Educational Activities Committee Meeting
March 19, 2007
Hyatt Regency La Jolla
La Jolla, CA

Presiding Officer: Teri Moran

Attendees
Chairman, Teri Moran, BASF Admixtures; Vice Chairman Tom Pittman, Aggregate Industries Mid Atlantic
Tom Baird IV, CONCO Companies; Patsy Bergquist, Chaney Enterprises; Mark Bishop, New Jersey Institute of Technology; Andy Blake, Lehigh Cement; James Brown, New Jersey Institute of Technology; Dave Bull, Knife River Corp.; Dan Cook, Roebuck Consulting Group; Kristin Cooper-Carter, California State University, Chico; Brian Curtis, Mashmeyer Concrete; Joan Dandurand, Arizona State University; Lynn Downey, MMC Materials; Jillian Filipke, Teichert & Son; Darryl Keiser, Michael Kraus, The Euclid Chemical Co.; Jennifer LeFevre; RMC Research & Education Foundation; Brad McMahon, Trinity Industries; Scott Parson, Staker & Parson Companies; John Peoples, BASF Admixtures; Todd Shenk, Crider and Shockey; Bruce Strickland, SIKA Corp.; Barry Thornbury, Holcim (US), Inc.; Boo Twohy, Capital Concrete

NRMCA Staff: Eileen Dickson; Tom Harman; Lionel LeMay; Gary Mullings

1. Call to order and self introductions – Teri Moran

2. Antitrust statement – Teri Moran
MOTION CARRIED: The meeting will be held in compliance with the Antitrust statement.

3. Approval of minutes of October 14, 2006 meeting – Teri Moran
Ms. Moran entertained questions about the minutes.
MOTION CARRIED: Minutes Accepted
4. Education Department update
   a. Internal Education update – Eileen Dickson
      i. EAC submitted 43 speaker proposals to the CONEXPO-CON/AGG Education Committee for the 2008 Show; 28 were accepted. With only 13 speaker slots specific to concrete, the balance of NRMCA’s accepted speakers fell into one of the other 10 categories. This broad speaker assignment serves the industry well with more industry-related topics than ever before.
      ACTION: Eileen will include the topic titles, speakers’ names, and brief outline as an addendum to the meeting minutes. (ADDENDUM 1)
   ii. STEPS update
      - A marketing brochure with a cover letter was mailed to NRMCA course registrants from the past five years as well as industry executives using NRMCA’s data base. Program enrollment forms, transfer credits forms, as well as the application for certification, are available on NRMCA’s website. Plans for a separate website with program information and a participant self-directed program management will be developed over the next year.
      - DISCUSSION - A Developing Industry Leaders Group looked at how NRMCA can achieve a goal of 7500 Certified Concrete Professionals (CCP/CP) by 2012. Their recommendations for a pre and post class survey were already implemented. The recommendation for a third survey to attendees’ supervisors one month after the class will be looked at in light of the current Education Department staff. They also felt that NRMCA needed to gather a better member data base so it can more accurately pinpoint the target market for individual classes. Finally, they recommended NRMCA advertise classes in Concrete Products and Concrete Producer, and other industry magazines because of their ubiquitous distribution. Though the money is not in NRMCA’s current marketing budget, the DIL group strongly felt that it was critical to advertise classes on a larger, broader scale if the 7500 CCP/CP certifications are to be achieved by 2012. Their recommendations will be delivered to NRMCA’s Board of Directors on March 20, 2007.
      - DISCUSSION: In determining a person’s CCP/CP eligibility, two trends became evident. The first is that many applicants were CCSP certified before EAC agreed to a grandfathering date of 2003. Additionally, unlike other NRMCA certification exams, CCSP exams to not have to be re-taken, i.e., certification is perpetual once the exams are initially past.
      - MOTION CARRIED: All CCSP certifications will be accepted because the certification does not have date perimeters.
      - DISCUSSION: A member has made the request that EAC add a fifth track in the STEPS program. He has taken enough hours to
be conferred his CCPf, yet he does not meet the requirements in any one track. Therefore, is room for a self-directed track? What could/would be a minimal criteria? And, who would determine if an applicant’s course work was acceptable?

MOTION CARRIED—EAC will establish a task group that would look at the issues via conference call. Kristin Cooper-Carter, Barry Thornbury, Tom Baird, and Scott Parson volunteered for the Task Group. Eileen Dickson will arrange a conference call in the near future.

iii. Pictionary update: Iowa State University is in the final development stages of producing glove-box sized, English-Spanish pictionary, with the goal of safer communication between ready mix staff (drivers and sales reps) in the field with Spanish-speaking contractors and finishers.

iv. E-Learning driver rollover program: The program’s academic content is finished. Minor details need worked on to make the site easier to navigate for drivers. NRMCA hopes to launch the program before Fall 2007.

v. EAC will sponsor the Mixer Driver Annual Championship written exam, at Fall Conference, October 22, in Dallas. The exam, like last year’s, will be challenging.

vi. The Promotion Committee has proposed development of a Concrete and Sustainability Course, with the launch goal of 2008. The Promotion Committee will ask EAC for assistance as needed. Additionally, NRMCA’s Board of Directors will discuss forming a new standing committee, Codes and Standards.

vii. In January 2007, Susan Bachenheimer, joined NRMCA’s Education Department as Education Program Manager. Her key functions are to manage and market NRMCA educational opportunities to members, as well as engineers, contractors, and architects, and launch. She is also responsible for managing the STEPS certification program.

b. External Education update – Lionel Lemay/Eileen Dickson

i. The growth in participation in NRMCA’s programs has been through new seminars and workshops to engineers, architects, and contractors. While there could be an increase in registrations to programs with members embracing the STEPS program, real growth should continue in this new external outreach effort.

ii. Pervious Concrete Contractor Certification has been vigorously accepted by the industry. To date there are 31 Local Sponsoring Groups and over 850 people have been certified. NRMCA expects the demand to continue in the near future.

iii. NRMCA’s partnership with ASCE resulted in a seminar titled, Designing High Performance Concrete Structures.

iv. The new 2006 seminar, Pervious Concrete – A Stormwater Solution, attracted over 500 people, in seven seminars. The largest seminar to date was in March 2007, in Seattle, with 170 in attendance.

v. In 2006-7, the Storm Resistant Concrete Homes and Buildings workshop attracted 500 people in 14 seminars. More seminars are planned in 2007.
vi. 2007 Concrete Technology Forum: Focus on High Performance Concrete will be held in Dallas, May 22-24. Expected attendance is projected at 300.

vii. The 2008 Concrete Technology Forum focus has been set by RES. It will be Focus on Sustainability. The attendance goal is 400.

viii. E-Learning offerings remain a viable opportunity for engineers and architects who are required to take professional development hours to maintain their licensure. While the courses are available, the groups still prefer face to face instruction. NRMCA will look at other marketing venues to try to attract a larger audience.

c. RMC Research Foundation Update – Jennifer LeFevre

- The Foundation Board voted to change its name to RMC Research and Education. The new moniker more appropriately reflects its mission and support of industry-related education program development.

- The Foundation funded many education projects. To update EAC since the last meeting in October, 2006, three pervious studies as well as the pervious certification course received development money. The Foundation also funded the development of the Frontline Supervisory workshop. A proto class was held in partnership with the Colorado Ready Mixed Concrete Association. A second proto/beta class will be held the last week of March in Silver Spring, in partnership with the Maryland Ready Mixed Concrete Association. The Foundation’s goal is to launch the completed workshop to members in Fall 2007. The program funding is in response to two management focus groups as well as the Championship Mixer Driver focus groups. The outcomes from all three sessions resulted in a recommendation for the class because of the retention challenges and relationships between drivers and their supervisors. Finally, the Concrete Delivery Professional material and the Mixer Truck Manual have been translated into Spanish and are available for members’ use.

5. New Business

a. Driver Recruitment and Retention survey – Eileen Dickson

i. ACTION: Form a joint task group with EAC and OES to develop content, delivery method and schedule and assess vendors.

- The survey will have more of a focus on retention rather than recruitment. One goal could be to gather a clear profile of what attracts and keeps a successful driver based on the data received. From that, a possible outcome of the survey’s results could be a mixer driver job personality profile that producer companies could use as a hiring assessment tool.

ii. ACTION: set up task group to work include drivers in determining what questions to include on the survey.
iii. ACTION: The task group must match defined outcome to the survey instrument.

iv. EAC TASK MEMBERS: Chair: Tom Pittman, Lynn Downey, MMC Materials, Brad McMahon, Trinity Industries, Hudd Hayes, Staker Pason Companies. 2006 Task Group volunteers and Developing Industry Leaders will be contacted by Eileen to see if they want to participate.

b. Front-Line Supervision Workshop – Eileen Dickson
   i. ACTION: Establish a Task Force to review content before the final launch. Patsy Bergquist volunteered to head the Task Group. She, Tom Pittman, and Gary Mullings will attend part of the March class in Silver Spring. Scott Parson recommended his employee, Ben Graham, be contacted to also join the task group.

c. Fall Conference – Tom Pittman
   i. DISCUSSION: EAC brainstormed possible topics for the Fall Conference to pass along to OES or BAC. They include
      - Effective training methods – panel of safety managers/directors
      - Interviewing recruiting and interviewing/panel 4 companies – HR managers directors; tips
      - How management create an effective front line supervision environment

      ACTION: Eileen will forward suggestions to OES staff liaison, Gary Mullings

   ii. DISCUSSION: Suggestions for activities for Mixer Drivers when rodeo and written test is complete at Fall Conference:
       - Open the EXPO HALL just to the drivers. Make it a tour so they are not intimidated. Left the booth person discuss his/her product a bit and also relate how it can impact the driver.
       - Ball game? Sport event that afternoon? somewhere offsite to blow off steam in a controlled environment
       - Host the Mixer Driver Survey again. Different facilitator who can control them better. Key into positives aspects of mixer driver’s job; defining a good boss (front-line supervisor), why you stay at the company; how can drivers mentor new drivers; key things their companies should know but do not know

   iii. DISCUSSION: Suggestions how to welcome and make mixer drivers feel more welcome (part of the crowd) at Fall Conference
       - Assign an OES committee member to welcome and a mentor driver at cocktail parties
       - Approximately 1 month-2/3 weeks before the championship, NRMCA should host a webinar for the drivers. Include past drivers to discuss the experience. Make sure the driver and his/her sponsor attend the webinar together.
       - Night before barbeque and beer to walk/drive mixer trucks; they are so intimidated that get a facilitator to do an appropriate ice
breaker. Make sure they come with families and their companies (by initiation only – controllable size)
- Invite the 2006 1st place Champion to the event and have him talk with the drivers (a meet and greet).
ACTION: Eileen will forward suggestions to OES staff liaison, Gary Mullings.
DISCUSSION: In order for the industry to get a fuller understanding about the challenges it faces regarding mixer driver statistics, EAC suggests that the industry annually collect employment data. NRMCA survey instruments were discussed. EAC agreed that a good venue could be the Industry Data Survey because it is the most widely used and completed survey. It is also an annual event. Statistics could include driver turnover and industry turn over (personnel statistics) as well as age demographics of employees. The Industry Data Survey could also include demographics by age of employees.
ACTION: Eileen will send request to BAC.

d. In 2007, the Educational Activities Committee leaderships’ terms of office end after this EAC meeting. – Lionel Lemay
  i. Lionel recognized Teri Moran and Tom Pittman for their leadership and vision over past two years.
  ii. Eileen welcomed Tom Pittman as incoming Chair and Patsy Bergquist as Vice Chair.

6. Next Meeting – Teri Moran
a. MOTION CARRIED: the next EAC meeting will be at the Fall Conference, Saturday, October 20, 3:00-5:00 pm.

b. DISCUSSION: Tom would like to hold two to three conference calls between March 2007 and October 2007, specifically to update EAC progress on the driver survey, supervision class, STEPS, and the development of the proposed Standards and codes workshop.

7. Adjourn – Teri Moran

Attachments:
ADDENDUM 1: NRMCA-sponsored 2008 CONEXPO-CON/AGG Speakers
ADDENDUM 2: Educational Activities Committee Sign in Sheet
2008 CONEXPO - CON/AGG
NRMCA-sponsored Speakers

Pervious Concrete - Is It for Me?
Dan Huffman and Dale Fisher

Recruiting/Retention Toolbox: Ideas and Concepts to Attract and Keep Mixer Drivers
Joan Dandurand, John Richardson, and Will Evans

The workforce shortage is real...by 2012 the US will have its largest workforce ever equaling 162 million people but falling 3 million short to fill the projected 165 million jobs. Part of the shortfall will be represented by a shortage of 114,000 CDL drivers. Babyboomers will be continuing to leave the workforce; the numbers of women and Hispanics will continue to increase; and there will be ever-increasing job and career choices. With this being the future, the ready mixed concrete industry has to look at new and technologically advanced means to recruit and retain mixer drivers. In this session a panel of your peers will share the details of proven programs that have attracted and kept drivers hauling concrete to their customers.

Understanding and Preventing Incompatibilities of Concrete Materials/ w Cement-Admixture Incompatibility: Problems and Solutions
Peter Taylor
Tim Cost and Gary Knight

With changing materials and increasingly complex mix designs, incompatibility or erratic performance in a given concrete mixture is increasingly common. This incompatibility can lead to problems with stiffening and setting, strength development, uncontrolled cracking or unacceptable air-void systems. Many concrete producers have experienced such intermittent phenomena that may have gone undiagnosed. In most cases a single change in mixture proportions or other modification can resolve the issue. The session will discuss why these problems occur, what to look for to prevent them, and simple, expedient tests that can be used to diagnose the problem.

Concrete Always Cracks - Why and What Can I Do about It? w/ Understanding and Dealing with Concrete Cracking Influences
Peter Taylor, CTL Group
Tim Cost and Gary Knight

Excessive or unexpected cracking is too often a source of callbacks and disputes on concrete flatwork projects. Most such cracking is preventable. If we understand more of the things going on in our concrete, we may be able to adjust something seemingly unrelated and reduce the risk of cracking. Attendees will learn about the environmental, materials, design, and construction variables that influence cracking and the measures that can be used to deal with them both in the design office and on the jobsite. Tools for predicting cracking potential and recommendations for minimizing these tendencies will be discussed.
Troubleshooting Problem Concrete - Science or Black Art?
Peter Taylor, CTL Group
This seminar, presented at Conexpo 2002 and 2005, presents the outline for a systematic evaluation of site concrete to find out what went wrong and why, when problems occur. It is important to know these things to make the best decisions regarding repairs and to prevent the problem happening again.

Bendable Concrete
Victor Li, PhD, University of Michigan
Bendable Concrete, three hundred times more deformable than normal concrete, is emerging in construction sites and precast plants. This new concrete material overcomes the inherent brittleness of concrete, resulting in enhancement in infrastructure safety, durability and sustainability, as well as product performance, while reducing both initial and long-term costs. This session introduces the unique features of bendable concrete, and presents highlights of recent full-scale applications and execution methods. A vision of concrete trends and future developments will be shared.

Design and Construction of Concrete Parking Areas and Site Paving
Tim Cost, CTL Group
Concrete pavements for parking lots and commercial or industrial facilities of all kinds are a growth opportunity for concrete producers, contractors and suppliers of related products and services. This seminar will acquaint attendees with the fundamentals of successful projects, including subgrade considerations, thickness and jointing, concrete materials and testing, construction methods and equipment, and related specifications. Examples of preferred details will be presented. Common problem areas and how they can be avoided will be discussed. Recent developments in the field and the most up-to-date references and software aids for concrete pavement design will be reviewed.

Roller Compacted Concrete

Managing Regulated Waste From Your Facility
Joe Quandt, Zimmerman, Kuhn, Darling, Boyd, Quandt and Phelps, PLC
As you likely already know, a confusing myriad of federal, state, and local laws and regulations control how you manage solid and liquid waste at your facilities and construction projects. This program will familiarize you with the basic federal and state regulatory structure related to the management of waste products typically generated at concrete, aggregate, and construction facilities. Learn how to establish effective procedures for managing the waste you generate, store and transport.

A Well-Planned Pre-Concrete Conference is Essential for a Successful Project
Will Phelan, Euclid Chemical
A successful concrete project results from the design professionals preparing proper plans and specifications in accordance with an owner’s requirements and excellent execution in the field by the contractor. An essential ingredient is a detailed pre-concrete conference with the owner, architect, engineer, construction manager, concrete contractor, concrete producer, admixture representative, and testing laboratory. A detailed agenda must be sent to the attendees prior to the meeting. Cover the major items such as schedule, mix designs, placing, consolidating, finishing procedures, expected climatic conditions, QA/QC programs, and key testing requirements in the field by certified technicians.
Ready Mixed Concrete Sales Management
Vance Pool, NRMCA
Tim McMahon, Strategy Mapping & Selling
This session covers the broad topics involved in becoming a successful sales manager. Many portions of NRMCA’s new sales management training program are highlighted as well as many common practices and pitfalls encountered in the role of sales manager. Items like coaching, metrics, and personality styles are just a few of the many topics explored.

Survival Tips for Front-Line Supervisors
Dirk Vanderloop, California State Chico
New supervisors face new challenges. The transition from worker to supervisor is often accompanied by a sense of divided loyalty and a tangle of competing demands. As the "bridge" between workers and upper management, front-line supervisors must be able to communicate needs and expectations both up and down the line. Attendees will learn useful tips on motivation and how to deal with their new responsibilities, subordinates, and bosses.

So You Have Been Sued - Now What?
Jeffrey Garrett, PhD, CTL Group
In recent years, the construction industry has become the most litigious prone industry in the U.S.A. With each project comes the possibility, even the likelihood, of being named in a suit involving the outcome of the project and your performance in fulfilling your contractual obligations. This presentation will provide the audience with insights, from the vantage point of a consulting structural engineer who specializes in forensic engineering projects, into the precautions to take during the project and the steps to take after being named in a suit. Starting from a brief description of the legal system and how construction suits are handled by the courts, the presentation will introduce the audience to the legal process, how best to position oneself, as a defendant, after being named in a suit, and how to best utilize your insurance company’s legal defense attorney as well as your own legal counsel.

Managing Change and Keeping Ahead of the Evolving Workforce

Creating Star Employees:
Jathan Janove, Bullard Smith Jernstedt Wilson

Change is Good - You Start
Ann Phillips, Stanford University
Many of us tend to resist change, even though we know it is good for us. A good number of us are comfortable with the known and uncomfortable with the unknown. We often waste time and energy resisting change when we could use our energy in a more productive manner. Become a leader of successful change in your organization. Develop strategies for managing change and learn to help different type of employees deal with change.
Dealing Effectively with Difficult Employees

Toni C. Talbot, Human Resources Management Services, LLC

We have all dealt with difficult employees. Whether it is the person who, although the nicest guy around, simply can’t do the job or it’s the guy who likes to stir the pot and get everyone riled up. What do you do about these employees? They take up so much time and energy, yet we allow it to continue. Why? Because we don’t know how to handle them. Toni Talbot, with over 25 years experience in Human Resources will walk you through the process of dealing effectively with these employees. She makes what often seems like a complicated, frustrating process, simple and better yet, defensible. Toni has a dynamic interactive style that makes the session easy to listen to and easy to learn.

Respond Effectively to an Agency Inspection or Search Warrant

Joe Quandt, Zimmerman, Kuhn, Darling, Boyd, Quandt and Phelps, PLC

“Hello, I’m from the government and I’m here to help. Mind if I look around?” If these words send a chill down your spine, and they should, then you should make sure to attend this program. You will learn what types of activities typically prompt the attention of environmental regulators. You will also learn practical tips for responding to a request for environmental investigation, including how to respond to a warrant, what are the bounds of a permissible search or inspection of your facility or construction site, as well as how you should respond to questions by regulations or police at your plant or construction site.

Achieving LEED Credits with Concrete for LEED - NC v2.2

Mark Van Kleunen, LEED AP, Holcim (US) Inc.

Look at how concrete attributes and applications can contribute to toward LEED credits through the use of local materials, recycled products, reduced urban heat island effect and utilization of thermal mass for energy efficiency. Advantages of concrete over competitive products for sustainable construction and a new perspective on promoting concrete products and applications.

Selling More with Sustainability

Dave Frentress, Glacier Northwest, Inc

The intent of the presentation is to motivate our industry to think differently about the green movement. It threatens our industry, and we should be working to slow it or avoid it. Maybe it is an opportunity instead

Essentials of Ready Mix Plant Safety

Duane Rondeau, Besser Company

A look at the Top 10 most cited OSHA violations in the concrete industry and how to avoid them. These will include control of hazardous energy (Lockout/Tagout), respiratory protection, hazard communication, confined space, machine guarding, noise exposure, and more. The selection and use of appropriate personal protective equipment will also be explored. Finally, we will review the characteristics of a world class safety culture.
Incident Investigation and Documentation

Eric Shubert, Rinker Materials Corporation

This workshop will review how to prevent future incidents by performing an effective incident investigation. How the results of an investigation can help resolve claims associated with incidents. Why injury and incident reporting is important. Understanding the steps of the reporting process. How to take the appropriate steps when an incident has occurred. How to gather the necessary information from the incident scene in order to perform the Root Cause Analysis in order to prevent the re-occurrence of similar incidents.

Self-Reporting Behavioral Safety Observations: A Tool for Ready Mix Operations

Michael O'Toole, PhD, Aggregate Industries – US

There are operations where there is a paucity or absence of direct supervision. These types of operations present management a significant challenge when it comes to safety commitment and compliance. Ready mix concrete delivery and the aggregates production industries are two such operations facing that challenge. By including drivers and other “lone workers” in a self-observation behavioral safety process, and using aggregated data as a feedback tool for these groups of employees, is one revolutionary approach to address the safety challenge. The process randomly selects employees to anonymously complete a series of self-observations related to their behaviors related to a specific work task on a given day. The observations are directed toward those behaviors that are likely to put the employee or others at risk of an accident. Data from the anonymously completed observations are aggregated for analysis and general feedback to the population of employees sampled.
**NRMCA Educational Activities Committee Meeting**  
**Hyatt Regency La Jolla at Aventine**  
**Monday, March 19, 2007**  

**Sign-In Sheet - Please Print**

**IMPORTANT:** Completing this form signifies that you have read the NRMCA Antitrust Statement and are prepared to comply with the Statement and adhere to its principles.

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Buena Vista Palace  
October 14, 2006

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| Gary Muncy    | Co NRMCA Staff  
Add  
C/S/Z | P               | F               | E               | Visitor/Guest |

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NRMCA Educational Activities Committee Meeting
Buena Vista Palace
October 14, 2006
Sign-In Sheet – Please Print

IMPORTANT: Completing this form signifies that you have read the NRMCA Antitrust Statement and are prepared to comply with the Statement and adhere to its principles.

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<thead>
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<th>Address</th>
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<th>Email Address</th>
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</table>


### NRMCA Educational Activities Committee Meeting
Hyatt Regency San Antonio
April 2, 2006

**Sign-In Sheet – Please Print**

**IMPORTANT:** Completing this form signifies that you have read the NRMCA Antitrust Statement and are prepared to comply with the Statement and adhere to its principles.

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</table>
2007 Educational Activities Committee
Updated 3/28/2007

Scope and Objectives: NRMCA is committed to providing quality educational programs for the employees of ready mixed concrete companies, contractors, and design firms. The Educational Activities Committee is charged with general oversight of all NRMCA educational activities. The Committee is responsible for coordinating NRMCA educational program, developing information on available programs offered by allied organizations, and increasing the effectiveness of NRMCA educational activities. The committee will identify the educational needs of ready mixed producers, contractors, and designers, review existing programs for appropriateness, encourage other NRMCA committees to develop needed educational programs, coordinate the scheduling of NRMCA sponsored education programs, and market the programs to maximize participation.

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