

Contractors are always looking for more good people. Most assuredly, many of you have heard Jim Collins' principal of "getting the right person on the bus, and then find the right seat for them." There is truth to this, but how do you know you are getting the right person on the bus? Research suggests 63% of all hiring decisions are made within the first 4.3 minutes of an interview, yet unfortunately, many times life lessons teach us that people are not always who they appear to be four days, four months, or four years after those first four minutes. No matter how desperately we need more people to keep our organization running, we never have time for a bad hire.

Most of us would probably agree the hardest part of our business is the people component. So, if we make better people decisions, our businesses should function better, we worry less, and we can spend more time doing the things we enjoy. That being said, our greatest need to develop a high-performance team must be built with people that are brought on by more than simple intuition and gut feelings.

Many times our hiring failures can be attributed to hiring people for their competency, then firing because of their character. So, I ask you, how much thought and effort do you give in your hiring and screening process to determining the character of a potential hire? That is not an easy thing, but I would suggest that it is a must!

Character is often defined as the distinguishing moral qualities of a person, and the foundation upon which an individual's personality is constructed. Dr. Mark Rutland, in his book *Character Matters*, states "genius is a poor substitute for character." So, no matter the amount of talent, intelligence, or business savvy, those characteristics cannot compensate for a corrupt character.

Each of our companies has its distinct culture, which is a derivative of us as a leader, and our foundational core values. In your interview process I encourage you to review those core values to get feedback on the candidate's alignment with them. Ask the potential hire about their failures, and how they overcame them. Ask questions which are open ended, so their responses cast a broader light on their integrity.

I speak from experience that tolerating an employee's poor character in order to attempt to benefit from their talents and capabilities only creates massive cracks you will be repairing for years to come. Someone with bad character not only negatively affects the people immediately around them, and downstream, but can affect clients, vendors, and other stakeholders in our corporate network. In summary, I encourage you to not only hire for character, but also look at your existing team to confirm that everyone on the bus has the character that aligns with your corporate culture.

Executive Director's Message

Building Back Ukraine Bev Garnant

When the caller said, "Our next project will most likely be the build back of Ukraine" he definitely had my attention. The gentleman was with [NGO 1 Stop Corp.](#), an organization that provides an innovative project development approach for clients worldwide.

Collaborative Project Process (CPP), is a comprehensive proprietary model of project development "implemented by an international community of private sector corporate non-governmental, non-political, culturally-diverse organizations." The hallmark of CPP, as they describe it, is that it "enables host-country clients to oversee their own project initiatives and bring them to completion in the shortest time possible."

The principals and consultants who developed CPP were involved in the opening of the Russian market to American business after the fall of the Soviet Union in the early 90's, and the Russian Far East soon thereafter. In 1998, CPP developers were invited to participate in a Dept. of Commerce mission to China to investigate potential infrastructure projects, and in 2000 were part of the first official trade mission to Vietnam. The group went dormant for a bit, then was recently revived. Currently they are involved in the Ala Wai Watershed Restoration & Revitalization in Hawaii, and in constructing buildings that straddle the U.S./Mexico border to facilitate the immigration process.

The call to ASCC came from NGO 1 STOP CEO Ervin Reeves, requesting our partnership in order to identify members and other CIP resources to serve as subject matter experts for the assessment teams assigned to evaluate and map out project needs. Part of the process,

according to Reeves, is to identify organizations with access to the companies (our members) that could provide the necessary technical advice for a variety of scopes of work and construction systems. Some of the project development sectors they cover include Agriculture Development, Energy Development, Environmental Remediation, Infrastructure Development, Real Estate Development and Construction, and Transportation/Logistics.

After hearing an overview of Reeves request, the ASCC Executive Committee agreed we should pursue this by identifying members with an interest in participating. If that is you, please let me know at bgarnant@asconline.org. The first step would be to organize a ZOOM meeting with members and Mr. Reeves, so that you could hear the story directly from him, and be able to ask questions. If you want to discuss more with me first, please feel free to give me a call.

Concrete Construction Specialist

Guidance for Concrete Contractors ... #7 in a Series Jim Klinger

1. Hotline question:

"The Owner has asked us to pick up some post-award retrofit scope and attach the base contract concrete structure to an adjacent building. This added scope includes epoxying reinforcing bars drilled overhead into the soffit of an existing concrete roof beam. We have been told there are special requirements for the installation and inspection of such overhead drill/epoxy work. Please advise for estimating and scheduling purposes."

Hotline answer:

There are indeed special requirements for both the installation and the inspection of anchors installed horizontally or "upwardly inclined" (defined as being installed clockwise from 9 o'clock and 3 o'clock"). Your concrete estimators will definitely need to consider the following excerpts taken from ACI 318-19, as follows, before pricing this work:

Section 17.2.2 "Adhesive anchors shall be installed in concrete having a minimum age of 21 days at time of anchor installation."

Section 26.7.2(d) "Post-installed anchors shall be installed by qualified installers."

Section 26.7.2(e) "Adhesive anchors identified in the construction documents as installed in a horizontal or upwardly inclined orientation to resist sustained tensile loads shall be installed by certified installers."

Section 26.13.1.6 " The installation inspection of all adhesive anchors shall be performed by a certified inspector."

Commentary section R26.13.1.6..."installation in an upward position...poses challenges to the installer and requires particular attention to execution quality as well as an enhanced level of oversight. It is required that these anchor installations be inspected by a certified inspector who is continuously present when and where the installations are being performed."

Since you already have the job, ASCC suggests you arrange a meeting with the engineer to ensure all stakeholders- including project inspectors- understand the scope at hand. In all likelihood the work will have to be installed by someone employed by your company who is an ACI Certified Adhesive Anchor Installer (AAI).

If you do not have an ACI Certified AAI on your payroll, check with your local ACI Chapter for their certification course schedule. There are several parts to the certification, including a closed-book examination and a hands-on performance examination featuring application (injection) of various adhesives into plastic tubes that are then cured, cut open and evaluated for grading purposes.

[Link to a short ACI video showcasing the certification process.](#)

Note that there might be adhesive manufacturers who may be able to supply product data that supports use of a product in concrete that is less than 21 days old. There may be engineers who

can justify drilling and epoxying bars at seven days with supporting pullout testing. Each project will be different, and each engineer may have pull test or other requirements that could delay installation of subsequent work.

All of these potentially schedule-critical topics are fair game for discussion and should be understood by all stakeholders before any ASCC member is asked to estimate the cost of such work.

2. Hotline question:

We are building a ramp in an underground parking garage. We proposed to form the first portion of the ramp from elevation zero to jump-off wall (about two feet high) with scrap lumber. In other words, we would consider this "lost form" or "void form" which would never be stripped out and would always remain under the ramp. Since the space is so small and unusable, we figured no one would care. The structural engineer ok'd our submittal, but the architect blasted us out of the water, saying our submittal stank to high heaven. They insist we use high-density styrofoam, which is expensive. Is the architect correct?

Hotline answer:

This same question crosses our desks here from time to time. We cannot find any mention of any long-term olfactory formwork problems in industry literature other than a brief mention in the ACI/ASCC Contractor's Guide to Quality Concrete Construction. So we have to rely on our own experience over many years in the business. And in this case, the noses know. Your architect is correct.

3. Hotline question:

We have been asked to bid a project that includes structural walls that snug up to existing structural slabs. One possible way to build these would be to pump concrete from the bottom up. If we pumped SCC, how would the formwork pressure be calculated?

Hotline answer:

This is a good one for your formwork engineer. In general, the prevailing wisdom in the concrete industry is that no matter what, one always designs for full liquid head, plus the impact load on the formwork imparted by the surge of the pump.

According to ACI 347R-14 Guide to Formwork for Concrete, Section 4.2.2.4, "If concrete is pumped from the base of the form, the form should be designed for full hydrostatic head of concrete plus a minimum allowance of 25 percent for pump surge pressure. Pressures can be as high as the face pressure of the pump piston; thus, pressure should be monitored and controlled so that the design pressure is not exceeded." The 25 percent minimum allowance for pump surge is consistent with the recommendations made in ACI PRC-237.2-21 Form Pressure Exerted by Self-Consolidating Concrete: Primary Factors and Prediction Models-Report.

In general, pump ports are secured to the wall forms about a foot up from the base of the wall, spaced about 10 feet apart. The ports are fitted with so-called sliding gate "slam" valves, possibly proprietary in nature, and opened and slammed shut with a sledge hammer, hence their name. See photograph below of a full-scale wall mockup featuring slam valves, taken during a concrete placement, and a second photograph showing a typical patch item that remains at each pump port once the wall forms have been stripped.

When using the "pump from below" method, ASCC recommends the SCC mixes be tested at least once in a full-scale wall mockup and trial batched and pumped at least once before that. This is no time to skimp on costs or details. Inside the wall, reinforcing steel, embeds, conduits and so on need to be coordinated and planned well in advance of placement. Plumbing sleeves cannot be located next to pump ports, for example. Reinforcing steel may need to be adjusted to accommodate both the ports and the expected flow of the SCC, especially in walls featuring congested reinforcing steel. ASCC recommends early collaboration between the formwork designer, the reinforcing steel detailer, the concrete contractor and the project LDP when the pump-from-below method is proposed for cast-in-place walls.



Decorative Concrete Specialist

Managing Expectations Chris Sullivan

When most people think of concrete, words like hard, durable, and long lasting come to mind. Not surprisingly, maintenance, finish, life expectancy, and proper care do not. Over the years of handling troubleshooting and technical questions I have found that many of the issues and disagreements have more to do with expectations than with product or installation. Managing expectations, right from the start, should be high on any installer's list when meeting with engineers, designers, or owners. This becomes even more critical when a decorative element is added to the concrete. Specifically, I have seen an increase in the number of issues related to quality of finish with polished concrete. In most cases the installer followed the process and provided the agreed upon finish. The problem starts when the client is not satisfied with the result, usually having to do with the original concrete condition. Too often I hear "This is not what I was expecting," when arbitrating these situations. [As a member of ASCC, you have an advantage, with a wide range of documents to help in pre-planning and setting expectations; before anyone sets foot on the job site.](#)

A few other ways to discuss pre-project should include mock-ups or samples, the installation process, a range of expectations, and how base materials or other environmental factors may impact the result. Lastly, manage your client's expectations. Too often owners see a glamour shot and develop a mental picture of what they expect, often unrealistic. With proper communication from all parties, before the project begins, many disagreements can be avoided.

I encourage you to utilize the technical hotlines provided by ASCC. These are a valuable benefit available to members only. You can reach the ASCC / DCC Decorative Hotline via phone at 303.570.7374 or by email at csullivan@ascconline.org.

Decorative Concrete Council

Membership Benefits Jeff Eiswerth, council director

In case you missed the ASCC executive director's message in [last month's newsletter](#), I'd like to echo her thoughts about how important it can be to take advantage of your membership.

You may personally be aware that you are eligible to take advantage of these types of benefits:

Webinars
Hotlines
E-mail forum

But did you know that ALL employees within your organization have access to them? Certainly ASCC offers more than just these three, but these can provide all your colleagues a fabulous wealth of information and education.

The DCC has created [videos](#) on the above topics with a little more detail. We use these videos to get the word out on specific member benefits and to recruit others to join our fine organization. You are welcome to share them with industry peers and colleagues.

The ASCC and DCC are made up by many industry experts. Not only do we network to share and learn from each other, but at the end of the day it's about making the industry better.

The more people in your company who take advantage of ASCC resources, the more effective and efficient your staff becomes. This, in turn, could save your company time and money. A win-win!

Safety & Risk Management Council

Beware the Heat

Joe Whiteman, director of safety services

Summer is approaching, be prepared for the heat!

As we enter the summer months some areas of the country are already experiencing elevated temperatures. Heat exhaustion and heat stroke can both be avoided through proper training and planning. Ensure that water, rest, and shade are readily on hand and know the symptoms of heat stress and heat stroke.

Heat Exhaustion Symptoms:

- Muscle cramps
- Lightheadedness or dizziness
- Nausea and/or vomiting
- Heat rash
- Excessive sweating
- Cool, pale, clammy skin

Heat Stroke Symptoms (potentially fatal):

- No sweat
- Red, dry, or hot skin
- Headache
- Rapid pulse
- Nausea and vomiting
- Body temperature of 102 degrees+

Training and understanding the symptoms of both heat stress and stroke are only part of the solution. As an employer you need to ensure your employees are properly trained on the effects of working in the heat, and that preventative measures, first aid, and medical response are taken into consideration. Workers must be empowered to take a break or drink water whenever needed, and to encourage others to do the same.

Best practices to mitigate the effects of heat illness:

- Train employees on the effects and treatment of heat related illness.
- Ensure adequate shade is available.
- Encourage workers to wear loose-fitting, light-colored clothing.
- Ensure that cool water is available to all employees, at least one quart per hour, per employee.
- Encourage workers to take frequent breaks and drink small amounts of water regularly, rather than waiting until thirsty.
- Encourage and empower workers to take a short break if they are feeling heat related discomfort or symptoms.
- Plan for work schedules to allow for more frequent breaks.
- Ensure adequate time for new employees to become properly acclimated.
- Encourage workers to eat healthy and stay hydrated when off the job.

- Encourage workers to avoid drinking alcohol during off hours, and avoid caffeinated drinks and heavy meals during the workday.
- Train workers on the emergency action plan should a worker need medical treatment.
- Ensure there are individuals on the jobsite trained in CPR and First-Aid.
- Practice emergency drills.
- In the event a worker exhibits symptoms of heat stroke, understand that this is a potentially fatal situation. Call 911 and seek medical attention immediately. As you are waiting for emergency responders, move the worker to a shaded area, loosen or remove heavy clothing, fan or mist the worker, and provide cool drinking water.

There are many more best practices you as an employer can implement into your heat illness control and emergency response plans. Those listed above are a good starting point and a reminder to review your current program and best practices. We will discuss heat illness prevention at this month's Safety Roundtable, Wednesday, May 27th at 2pm CDT. To participate, email jwhiteman@ascconline.org. I hope to see you on the call. Until then, stay cool.

Charles K. Nmai Elected President of American Concrete Institute

Charles K. Nmai, FACI, has been elected president of the American Concrete Institute for 2022-2023. Nmai is Head of Engineering at ASCC member Master Builders Solutions Admixtures US LLC in Cleveland, OH, a leading provider of specialty construction chemicals used in the ready mixed, precast, manufactured concrete products, underground construction, and paving markets. He has been with the company since 1987 and is actively involved in technology transfer/standards activities and specification efforts to advance the use of durable and sustainable solutions in the concrete industry worldwide.



Charles K. Nmai

ASCC Webinar Series

REGISTER HERE



**Wednesday
June 1**

3:00pm CDT

Labor at Work, the Changing Labor Law Landscape

Brian Lundgren, Jackson Lewis P.C.



**Wednesday
July 13**

3:00pm CDT

Pouring Concrete in the Rain

Ron Kozikowski, North S.Tarr Concrete Consulting



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DECORATIVE CONCRETE

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ASCC members have access to these toll -free numbers for assistance.

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