

# THE FINISHING TOUCH

PAINTING & DECORATING FOUNDATION  
An Association of Professional Painters and Drywall Taping Contractors

## GETTING ORGANIZED IMPLEMENTING KEY JOB CONTROLS

**M**any contractors say that you must be organized for a job to run smoothly. Before we get into the elements of organizing, let's define organizing. It is the ability to systematically arrange all necessary resources in the work process so that desired results can be achieved in a timely, efficient manner. Organizing requires: Dividing up work among crew members; assigning work and providing clear instructions for implementing the assigned activities; linking up the field with a support system; defining the Project Manager's role in supporting the job site Foreman; and planning and anticipating ongoing needs for job site productivity.

To effectively execute the skill of organizing the Foreman, Superintendent, or whoever the manager in charge is, must clearly understand what organizing entails. Here are the key elements:

There needs to be Unity of Purpose, which means all players in the construction process must understand everybody's role; the skill requirements; expected results; level of authority they have; the feedback system; and how support from the office to field will occur.

- The need for specialized labor and is it available.
- Clearly defined reporting relationships.
- Access to necessary information, which includes:
  - Scope of work.
  - Budgets.
  - Procedures/paperwork requirements.
  - Access to office support staff.
- Proper materials and right amount.
- Blueprints; specs.
- Schedule.
- Job site meetings.
- Job site working conditions.
- Training of people if skill deficiencies exist.



To complete the organizing process, it is essential that the following Job Controls be put in place to ensure

that the job site work process flows smoothly from beginning to end.

### 1. Pre-planning Meeting/Pre-Job Review

This is usually the responsibility of the Project Managers, and the size of the project usually dictates the amount of planning required. When considering such a meeting, you should consider the following items:

1. Issuing a policy statement.
2. Who will attend.

*continued on p. 8*

# CHAIRMAN'S MESSAGE

## By ED SMITH



**Edward Smith**  
**PDF Chairman**  
**Hartman-Walsh**  
**Painting Co.**

**T**he Painting and Decorating Foundation is pleased to report to you that we have achieved record hours for the fiscal year. Our member companies will have worked over 3-million hours, from July of 1999 to June of 2000. This amount of hours has created a very tight labor market for skilled craftspeople's, but District Council 2 has been trying hard to keep up with the demand.

The Board is very excited about the new Resource Guide that PDF is now publishing. This guide will relate to you our members the different services that this Foundation provides to you.

Individuals give many reasons for not taking advantage of PDF, although none of them are very good. Some reasons we hear most often "I didn't know," "I'm already successful-I don't need an association," and "I don't have the time."

What about the contractor who is successful, but doesn't use PDF programs, and doesn't think he needs to? I would tell them, "Success is a journey, not a destination." In today's technological and litigious world, profits can disappear at a moment's notice. Few of us can afford to track by ourselves all the legislation, regulations, and technical innovations that

affect the way we do business. PDF does the work for its members and brings them to the cutting edge of the finishing industry. One only needs to look at the new PDF Resource Guide to see the many ways PDF is working to give members the most up-to-date information through its many different services.

Time. It's probably the only thing of which everyone is given an equal amount, but no one claims to have enough. But people will find the time for things they feel are valuable. PDF seminars that are well-run and relevant and perceived to be of value to members, and therefore worth the investment of time. I don't feel that a couple days a year for a learning seminar, that can enhance your company, is a major amount of your time.

PDF is becoming more aggressive in developing what is needed for its members and delivering this product in the most cost-effective and beneficial way. We are committed to truly becoming "the voice of the finishing industry in St. Louis."

What's the difference between a leader and a follower? Focus. And with our current focus, when the rest of the pack decides it wants a different view, PDF will already be in the lead position. □

# PDF

## Board of Trustees

**ED SMITH**  
Hartman-Walsh Painting  
*Chairman*

**RON BREGENZER**  
Gypsum Specialty  
Contractors

**BOB FARRELL**  
Guarantee Interiors

**BILL STACK**  
Koch Brothers Decorating

**JOE WARD, JR.**  
Jos. Ward Painting Co.

**SAM WASHINGTON**  
CCR, Inc.

## Staff

**ELLEN E. FAHY**  
Administrative Assistant

**DANIEL G. WIENSTROER**  
Executive Director

# PAINING AND DECORATING GOLF TOURNAMENT RESULTS

WHITMOOR COUNTRY CLUB  
THURSDAY MAY 17, 2000  
NORTHCOURSE



*First Place winners, left to right: Lee Widaman, John Dolan, John Gannon and Bill Barrett.*



*PDF Members enjoy awards and dinner after Golf.*

**1ST PLACE** 59 (3-4-3-3)

JOHN GANNON  
BILL BARRETT  
JOHN DOLAN  
LEE WIDAMAN

**2ND PLACE** 59(3-4-3-4)

MIKE RAWSON  
JEFF CLEVELAND  
RYAN FLOREK  
MIKE LANDGREDE

**3RD PLACE** 61(4-4-3-3-3)

TOM SCHRICK  
TOM HEARST  
DAVE FOPPE  
ROB NELSON

**WORST SCORE** 71

JOHN LEACH  
MARK BORGMANN  
STEVE HECHINGER  
BRIAN TODD

**LONGEST DRIVE #2**

DAVE LARGE

**LONGEST DRIVE #12**

DAVE GEERLING

**CLOSEST TO THE PIN #3**

TIM HUGHES

**CLOSEST TO THE PIN #11**

D. GITTUS

**LONGEST PUTT #18**

MIKE STEVESON

# ASSESSMENT TOOLS THAT CAN HELP YOU MAXIMIZE EMPLOYEE PRODUCTIVITY

By Tom Alafat, Consultant and Dave Lowe, Senior Consultant

**T**he tight labor market is creating personnel challenges throughout the construction industry as companies seek to attract, motivate, and retain talented people. If your company is going to emerge as a leader in your market, you will need to have tools in your arsenal to assist you in hiring the right people and to keep those already on board excited about their contribution and opportunities within the organization. To handle this daunting task, many companies are using aptitude testing; assessments that measure personality, team, and leadership styles; and performance-feedback instruments to better align their employees with the right job fit.

The construction industry is at a critical point because experience and talent are in short supply and few people are choosing to enter the industry. The tendency is to panic and to hire any able body that comes along. Many construction firms have made that mistake, only to find profits being chipped away by increased training. Costs rework inefficiency inferior quality work, and dissatisfied customers.

Although testing instruments can never be the criteria upon which a hiring decision is made, they can help you discern if the type of work and the conditions in which the work will be performed are a good match with an applicant's abilities, personality traits, and lifestyle preferences. The Myers Briggs and DiSC tests, for example, reveal many preferences, such as whether a person prefers to plan ahead, 1, systematically organizing and structuring his or her work, as opposed to a more relaxed, come-what-may approach to tasks and challenges. Would you rather hire someone for an administrative position whose preference is to do things at

the last minute, or someone who is attentive to details, focused on tasks, and thrives on organization and systems? Would you move a talented and successful estimator into a managerial position if he is extremely introverted and focused on minutia? Tests like Myers Briggs and DiSC can help reveal important issues to consider when making these decisions

The premier aptitude test, The Highlands Program, measures people's leadership styles and inherent abilities that must be utilized for them to feel fulfilled. The purpose is to help bring clarity, focus, and direction to the individual career. For example, a superintendent we know was recently promoted to regional project manager of his company.

He was highly successful in his role as superintendent but found it difficult to feel motivated and excited about his new position. After reviewing his Highlands Test, it became apparent that this individual preferred hands-on work as opposed to managerial concepts and responsibilities. With the benefit of these insights, he and his supervisor were able to craft a new position that utilizes his natural abilities and work-style preferences. Rather than losing a talented employee, the company now has an employee who enjoys a high level of job satisfaction, resulting in greater motivation and productivity.

Multi-source (360) feedback is an increasingly popular way to gather structured measurements and perceptions of individual and group competence from a variety of sources, such as bosses, customers, peers, and direct reports. Most 360 systems have safeguards to assure anonymity and confidentiality, therefore promoting the sharing of information that otherwise might be awkward to

*continued on p. 5*



---

# SIXTH YEAR OF THE JOHN H. HINRICHS PDCA SCHOLARSHIP FUND

**A**s you may already know, we are entering the sixth year of the John H. Hinrichs PDCA Scholarship Fund. We will be awarding at least three scholarships this year at the Annual Christmas Party and Installation of officers of the St. Louis Chapter.

Eligibility to be a scholarship award candidate is as follows:

1. Must be nominated by an active St. Louis Chapter PDCA member in good standing.
2. Must at the time of application be at least in the senior year of high school.
3. Must be no more than 24 years of age.
4. Must pledge to use any scholarship award granted toward college or post-graduate studies.
5. Are not required to be a member of the PDCA, related to a PDCA member or an employee of a PDCA member, or to have any other connection with the PDCA.

**All applications must be received by October 31, 2000. Incomplete packets or packets that are postmarked after October 31 will be automatically disqualified. No exceptions.**

For further information or for a copy of the Scholarship Eligibility Rules and Application Procedures please contact Dan Wienstroer at 314-427-1114. □

---

## ASSESSMENT TOOLS THAT CAN HELP YOU MAXIMIZE EMPLOYEE PRODUCTIVITY

*continued from p. 4*

communicate or hard to measure. Participants can rate themselves and thereby establish a benchmark to compare self-perceptions with the perceptions of others. The result is an extremely effective diagnostic tool that can assist the individual or group in designing developmental and leadership programs.

A CEO wanted to establish his predecessor in the role of president of the company, but he was concerned about the individual's lack of people skills and his ability to adequately connect with and motivate employees. He decided to have the candidate go through a leadership 360 review with comments being offered from managers, peers, and direct reports. The review clearly revealed that he needed to improve his people skills and resulted in a soul-searching process for the individual. As a result of his reflection, the way he related to employees changed so strikingly that the CEO was able to appoint him as president of the company without reservation.

Attracting and retaining talented employees is increasingly related to your company's ability to develop individuals and assist them in being successful throughout their careers. You can make this process easier by taking advantage of the many excellent tools available to assist you.

Dave and Tom are qualified to assess individuals on each of the instruments mentioned in this article and are instructors at the Leadership Institute, FMI's premier leadership retreat. The Leadership Institute is a five-day experiential leadership program designed to help construction-industry leaders develop their leadership skills into the most effective tools possible. Hundreds of the industry top leaders have graduated from the Leadership Institute and report that this experience continues to significantly influence how they lead within their companies. For more information on assessment tools or the Leadership Institute, contact Dave or Toni at 303-377-4740.

# HEALTH & SAFETY

## New OSHA Web Site Allows Workers to File Complaints Online

**W**orkers with workplace safety and health concerns now have a new way to file complaints electronically with the Occupational Safety and Health Administration, Charles Jeffress announced April 28.

"The Workers' Page," available through the OSHA homepage, allows employees to use the Internet to report safety and health problems by filling out an online form. Previously, workers had to call or write OSHA when alleging workplace hazards. "Employee complaints are one very important way of directing OSHA inspectors to sites where serious hazards exist," Jeffress noted.

When filing an online complaint, workers will be asked to provide their name and phone number, the employer's name, and the nature of the hazard. The complaint is automatically forwarded to the appropriate OSHA office within the complainant's state. The form will be followed up with a call to the employee if more information is needed. OSHA will then contact the employer to address the problem. The complaint may later lead to an OSHA workplace inspection. OSHA states that its top priority for complaints is to inspect claims of imminent danger where workers face the possibility of death or serious injury.

### **Complainant Anonymity Protected**

According to Jeffress, this online filing option will be especially appealing to workers "who feel they cannot bring their complaint directly to the employer." The OSHA Act of 1970 which gives employees the right to file complaints about workplace hazards also assures complainants the right to request that their names not be revealed to their employers.

Workers concerned with privacy and security can file complaints anonymously. "The default on the form is set to keep names confidential," Jeffress said. Workers concerned with confidentiality are also encouraged to use either their home computer or public computers, such as those in local Libraries.

Last year, OSHA received 50,000 worker complaints, about half of which were handled by a phone call or letter to the employer. Forty per-cent of last year's complaints resulted in OSHA inspections. The last ten percent of complaints were resolved by an agency other than OSHA. Jeffress could not project whether the new online filing option will increase the number of complaints OSHA receives.

### **Workers' Rights Highlighted**

When visiting "The Workers' Page," web users will also be able to read important information on workers' rights and



*continued on p. 7*

---

# New OSHA Web Site Allows Workers to File Complaints Online

*continued from p. 6*

responsibilities. The page also provides links to other OSHA background information on safety and health issues. "The intent of 'The Workers' Page' is not only to have an interactive complaint process, but also to have an educational process," Jeffress said, "People looking for information on hazards will find it through this site."

According to OSHA, workers have numerous rights in relation to occupational safety and health. These rights include the right to request that an employer take action to correct or prevent workplace hazards, the right to file a complaint with OSHA if the employer does not correct them, and the right to be involved in an

OSHA inspection in the workplace. After an OSHA inspection, workers have the right to hand out the results of the inspection and be involved in the process to abate the hazards.

In addition to extensive information on workers' rights, "The Workers' Page" contains links to provide workers with all of the background information they need to know to have a safe work experience. Workers can find out the most commonly cited hazard in their industry and whether their employer has ever been inspected through OSHA internet resources.

This new initiative is another way OSHA is catering to the growing number of workers who have Internet access and who are willing to conduct business online. Internet users can already access over 30,000 pages through the OSHA web site. According to Jeffress, the OSHA web site received more than 1.68 million hits last year.

## **Workers Remembered**

Because of efforts like "The Workers' Page," workplace fatalities have been re-

duced by half since 1970. Injury and illness rates have also been on the decline with the lowest rate ever in 1998. OSHA estimates that about 50 workers are injured every minute of the 40-hour work week

and around 17 workers die each day.

Because federal and state OSHA programs only have about 2,500 inspectors to cover over six million work-sites, workers must take an active role in detecting workplace hazards and working with their employer to correct them. Jeffress introduced OSHA's new resource on Worker's Memorial Day which has been held annually since 1988 to commemorate the 6,000 workers who die each year from occupational accidents or illnesses.

"The Workers Page" is available through the OSHA homepage at [www.osha.gov](http://www.osha.gov). □

---

***"The intent of 'The Workers' Page' is not only to have an interactive complaint process, but also to have an educational process."***

---

**Charles N. Jeffress, OSHA Administrator**

---

## GETTING ORGANIZED IMPLEMENTING KEY JOB CONTROLS

*continued from p. 1*

3. Using a Job Review Checklist with key items for job success.
4. Preparing written minutes of items discussed and distributing them to appropriate personnel.

### 2. Post-Job Evaluation

The purpose of the post-job evaluation is to review how the job came out and to provide feedback to all key parties, i.e. the P.M., Gen. Supt., Foreman, and Estimator. This information will be used to avoid discrepancies on similar jobs in the future.

### 3. Tool and Equipment Inventory and Maintenance

Many times tools and equipment are sent to jobs without maintaining inventory control. It is important to maintain an inventory control of tools and equipment and have an M&R program in place to repair defective tools and equipment. To accomplish this end, you should consider implementing these three controls:

1. Tool and Equipment Inventory Checklist.
2. Job site tagging procedures for defective tools and equipment.
3. A procedure for moving materials from the warehouse to the field and vice versa.

### 4. Job Site Safety Program

Implementing and maintaining an effective job site safety program is a must. To ensure that safety becomes a way of life on the job site, the following controls need to be put in place:

1. Safety Rules Checklist.
2. Job Site Inspection Checklist.
3. Weekly Tool Box Safety talk.
4. Hazard Communication program.
5. Job Site Safety Kit (suggested contents are as follows):
  - a. Job Site Safety Inspection Report.
  - b. Company's safety policy and safety rules.
  - c. Format for Tool Box Safety meetings.

### 5. Job Site Paperwork

The reason for requiring the Job Foreman to complete paperwork on the job site has a lot to do with tracking productivity for the overall project. The office needs information from the field to determine the profitability of the job as it progresses. If the Foreman fails to maintain and report job site data to his Project Manager, then the company is really in the dark when it comes to determining how they did on a specific project. An effective Job Site Reporting System should include:

1. A Daily Log.
2. Weekly Job Progress Report.
3. Daily Job Progress Report.
4. Expense Report for job site material purchases.
5. Field Work Order for handling extra work requests.

So get organized and implement job controls. You will find that it will be a very effective tool for coordinating all aspects of the work activity and remove excuses for people who don't know what job controls are necessary for job site productivity.

Be effectively organizing the work activity, the Foreman will be seen as a proactive, positive player in the process of completing the job as scheduled with quality results. Your company's image for building teamwork on the job site will be greatly enhanced because he/she makes organizing a reality, not just a lot of talk. It takes tremendous discipline to sacrifice today's return for the long-term health of the business.

However, unless you are only in business for the short term, a solid marketing and sales program is an essential part of making sure that your company continues to thrive in the future. □

# MONEY MANAGEMENT

## Take a Second Look at That Contract Before You Sign It!

By Matt Stevens, Consultant

Without a law degree, contractors today are ill-prepared to review and sign construction contracts. After an arduous bidding process, followed by the negotiation process, contractors are asked to sign extremely complicated documents that often contain various conditions that anybody would be embarrassed to admit they accepted.

There is an old saying: "You name the price. I'll name the terms and conditions, and I will beat you every time."

That piece of wisdom helps explain many of today's construction contracts. It can be said another way: "I'll give you the price you're asking for; however, I'll name the terms and conditions under which you will be paid." Just think how powerful that control is. The other side can decide when you get paid, how you will be paid, what paperwork has to be filed before you get paid, and any disputes will be settled, and so on. It's vital that contractors be careful when new clauses appear in their contracts. The other side is including items in the agreement for their own benefit, not yours.

Many contractors sign contracts that are loaded with land mines. Sometimes they know about them; sometimes they don't. When contractors know about the potentially problematic clauses, they're betting that things will never get to the point where the clauses take effect – a gamble that can often lead to disaster.

Make a mental checklist of things to look for in your next construction contract. Even though you may be dizzy with the excitement of landing a job, keep in mind that if you don't have a somewhat equal position with your client, you're asking for trouble in the long term.

Before signing any contract, it's important to get professional legal help, but here are some things you should look for when reviewing a construction contract:

### 1. Unintended consequences of clauses

When reviewing the contract, you will see some unfamiliar conditions. Some of these are double-edged swords. As an example, there are "paid when paid" clauses. These types of conditions can be a benefit to a subcontractor who has had a history of slow payments from a particular general contractor. The "paid when paid" clause will ensure that as soon as funds are released on a pay request, they will flow to the subcontractor. However, the unintended consequence is that when the general contractor isn't paid, neither is the subcontractor, even if the lack of payment had nothing to do with the subcontractor. As a result, the clause can hurt those who have no control over the release of the owner's funds.

Another example is the use of certain safety practices. There is a liability to the general contractor if the contract specifies a particular method, such as a "monitor" on the flying form system.

A third example is when the clauses refer to federal, state, local, industry, and other governing codes. The typical clause states that contractors should follow "whichever is the strictest." Contractors should be very wary of this phrase.

### 2. Is there an issue escalation process?

Some contracts include an issue-escalation process for handling disputes through predetermined channels. If the issue isn't handled by a certain time, it's given to a person on a higher level of authority to decide. Issue escalation clauses can

*While this newsletter is designed to provide accurate and authoritative information on the subjects covered, The Painting & Decorating Foundation is not engaged in rendering legal, accounting, or other professional or technical advice. Accordingly, the PDF cannot warrant the accuracy of the information contained in this newsletter and disclaims any and all liability which may result from publication of or reliance on the information provided herein. If legal advice or other expert assistance or advice is required, the services of a competent, professional person should be sought.*

*continued on p. 12*

# PAINTING & DECORATING FOUNDATION

## ILLINOIS

### EDWARDSVILLE

R & M Painting .....618-656-7649

### SAUGET

TPC Industrial Services .....618-337-9010

## MISSOURI

### AUGUSTA

Koch & Bine .....636-228-4814

### ARNOLD

The Hanging Shop, Inc. ....636-931-5881

### BALLWIN

Gerau & Son Painting Co. ....636-458-3566

Master Artisans .....636-225-5244

### BEAUFORT

Stuesse Painting Co. ....573-484-3153

### BRIDGETON

CCR, Inc. ....314-209-0935

Coatings Unlimited, Inc. ....314-739-1081

Degenhardt Contracting .....314-739-7772

D.E.W. Painting, Inc. ....314-291-3108

Spectra Painting, Inc. ....314-291-3120

Sundermeyer Ltd. ....314-344-3288

T. S. O'Brien & Sons. ....314-770-2279

### CEDAR HILL

Dan Reuther Ptg. & Remodeling ..636-285-4849

### CHESTERFIELD

B & G Painting Co. ....636-519-9100

Broadbrush Coatings .....636-280-5741

C. L. Ackerman Painting Co. ....636-458-9691

Contract Coatings .....636-430-4308

Goal Contracting Co. ....636-519-1166

Precision Painting .....636-391-1019

Primary Colors, Inc. ....636-458-8600

### CRYSTAL CITY

D. Larsen Ptg. & Dec. ....636-933-3856

### DeSOTO

Cons Company .....636-586-3359

Mastercraftsmen Construction ..636-337-4913

### EARTH CITY

Ben Hur Construction .....314-298-8007

### ELLISVILLE

Oak Hill Painting Co. ....636-394-7216

### EUREKA

Meyer Painting .....636-938-9078

Nelson Painting Corp. ....636-973-5239

### FENTON

APCO, Inc. ....636-486-3000

B & C Painting Co. ....636-285-4878

Desco Systems .....636-349-7800

Karst Construction Systems. ....636-349-0376

O. Voorhees Painting Co. ....636-349-1656

P. M. Leach Ptg. & Dec. ....636-343-4061

Richard Karl Painting .....636-343-9190

### FLORISSANT

Aetna Coatings, Inc. ....314-839-9191

M. J. Behlmann Construction ....314-837-7337

O'Neill Painting .....314-830-6458

Precise Ptg. & Wallcovering .....314-921-4144

Select Structures, Inc. ....314-940-8222

Specialty Coatings, Inc. ....314-839-0809

### FORISTELL

Armor Coatings Inc. ....636-463-3333

Schmidt Drywall & Ptg. ....636-828-4488

### HAZELWOOD

Jay-Bee Painting & Decorating ..314-731-0365

Terbrock Painting .....314-432-8011

The PaintSmiths of Missouri ....314-731-2525

The PaintSmiths of St. Louis.....314-731-2527

### HILLSBORO

J & D Drywall .....636-797-2589

### HIGH RIDGE

Effan Painting & Decorating ....636-677-8886

Jasid Construction, Inc. ....636-677-5425

Performance Painting .....636-677-9920

### IMPERIAL

McCoy Drywall, Inc. ....636-296-4664

### LABADIE

Alamo Painting Co. ....636-451-0040

### LAKE ST. LOUIS

T.J. Wies Contracting .....636-561-8555

### MARYLAND HEIGHTS

Alternative Finishes .....314-739-3142

Cassel Drywall & Painting.....314-344-0068

Umpire Industries, Inc. ....314-434-8000

### O'FALLON

Advanced Drywall Systems, Inc. 636-978-1097

Brush Masters Painting .....636-327-6202

Crafton Contracting Co. ....636-240-9054

Diversified Drywall Systems....636-272-7576

Diversified Retail Services. ....636-978-0799

Hartrum Bros. Wallcovering ....636-441-6344

Loire Ptg. & Wallpapering.....636-429-1323

Richardville Painting, Inc. ....636-272-8446

Wehmeier Drywall, Inc. ....636-240-1741

### PEVELY

Riverfront Industrial Coatings..636-475-3500

Simpson Sandblasting .....636-475-6452

Thomas Industrial Coatings .....636-475-3500

### ST. CHARLES

B.R. Construction. ....636-477-0487

Custom Coatings, Inc. ....636-946-2772

Custom Finish Ptg. & Dec. ....636-947-8289

DHC, Inc. ....636-441-9500

D & T Quality Painting.....636-946-5755

Earl Banze Construction.....636-928-6766

Ed Crow Construction.....636-940-1200

Grau Contractors, Inc. ....636-949-9554

GBI, Inc. ....636-928-6336

Howard Drywall .....636-441-7679

Independent D/W Services.....636-939-0307

Kustom Kraft, Inc. ....636-441-4098

Laramie Drywall Co., Inc. ....636-946-4949

Larry Terbrock Construction....636-928-8016

Mills Painting & Decorating.....636-441-1757

Norb Hackmann, Inc. ....636-447-2148

Peerless Painting Co. ....636-949-7999

Rainbow Painting Co. ....636-441-1252

River City Drywall Co. ....636-441-9657

Technicote .....636-939-5353

Schierding Construction.....636-949-6769

Whittaker Construction Co. ....636-940-1800

## ST. LOUIS

All American Painting .....314-522-9400

Anderson Drywall, Inc. ....314-846-1987

Archway Commercial Coatings ..314-576-6201

B & K Painting .....314-355-8042

Bazan Lead Abatement Co. ....314-991-3500

Bazan Painting Co. ....314-991-3500

Benruss Painting Co., Inc. ....314-427-0770

Bilgere Ptg. & Dec. ....314-918-1566

Buckley-Peek Painting, Inc. ....314-638-0094

Capitol Restorations.....314-231-2710

Cissi Ptg. & Dec. ....314-416-0466

DKW Construction Co. ....314-367-0303

Dolan & Crawford Ptg. & Dec. ..314-843-2991

Edward Simon Painting Co. ....314-647-4031

Guarantee Interiors .....314-533-3500

Gypsum Specialty Contractors ..314-351-0445

Hartman-Walsh Painting Co. ....314-863-1800

Hogan Painting .....314-968-2635

Icon Contracting .....314-962-2211

Interior Construction Services..314-644-6664

ISC Contracting.....314-533-1888

John Bender, Inc. ....314-426-3736

John Steurer Plastering

& Drywall.....314-822-9030

Joe W. Bell Decorating Co. ....314-645-3330

Jos. Ward Painting Co. ....314-644-0500

Koch Brothers Decorating.....314-862-8383

LaClair Painting & Decorating. 314-991-0600

LeBeau & Sons CustomPainting 314-842-3163

Louis A. Bunda & Son, Inc. ....314-429-1678

Maintenance Systems Corp. ....314-966-3525

Menkhus Painting Co. ....314-487-9059

Middle Course Interiors .....314-534-4485

Morie & Willems Ptg. & Dec. ....314-721-5510

Niehaus Construction Services 314-533-8434

Park-Mark Inc. ....314-966-3525

Picco & Benson, Inc. ....314-962-3949

Pisani Painting Co. ....314-776-1817

R. C. Schneider & Assoc .....314-918-1278

Raftery Enterprises, Inc. ....314-867-5200

Robert H. Kleine Painting Co. ...314-752-2832

Ronny Lichtenstein Decorators 314-894-0407

Runge Painting Co. ....314-845-1554

Slattery Painting Co. ....314-427-7703

Spectrum Coatings, Inc.....314-544-4900  
 South County Taping Co. ....314-892-6273  
 Steller Services.....314-771-7792  
 Superior Waterproofing/Rest. ....314-773-0123  
 T.A Felts Ptg. & D/W .....314-846-4046  
 Vee-Jay Cement Contracting.....314-351-3366  
 Wayne M. Willenbrock, Inc. ....314-849-1672  
 Werner Winker Drywall .....314-894-1275  
 William Davidson Painting Co.314-961-3085  
 West Park Painting Co., Inc. ....314-781-3750  
 Wies Drywall & Construction...314-432-5040

**ST. PETERS**

C. E. Blackburn Drywall, Inc. ....636-928-0220  
 C & N Painting Co.....636-928-7944  
 Ideal Interiors, Inc.....636-949-5919  
 Noah's Custom Painting.....636-928-8629

Norr Corporation.....636-397-4747  
 Quality Drywall, Inc. ....636-240-8318  
 VSP Construction Services.....636-441-7712

**TROY**

Stevenson's Painting.....636-462-9002

**UNION**

Eureka Drywall.....636-938-9078

**VILLA RIDGE**

Harms-Troesser Construction...314-645-2091

**WARRENTON**

The Finishing Touch .....636-456-4352  
 Ruether & Sons Drywall, Inc. ....636-456-4544  
 Shamrock Drywall, Inc. ....636-456-2537  
 Warren Painting.....636-456-6300

**WASHINGTON**

S & J Painting.....636-390-8533

**WENTZVILLE**

Borgmeyer Drywall.....636-327-5366  
 Camelot Coatings .....636-398-4286  
 Countryside Ptg. & Dec.....636-828-4539  
 Fanning & Sachs Drywall Co. ....636-332-9070  
 G & G Drywall Co., Inc. ....636-327-6416  
 Hakenewerth Drywall Co.....636-327-8711  
 Ken Cross Painting Co.....314-872-4112  
 Knaust Drywall, Inc. ....636-332-5192  
 Lobo Painting, Inc.....636-332-8476  
 Orf's Drywall Systems.....636-332-6472  
 Protective Coating .....636-327-3306  
 Wilmes Drywall Co., Inc. ....636-327-6685

**Painting & Decorating Contractors of America (PDCA) St. Louis Chapter #2 Associate Members**

**AA Coatings**

612 Gravois Rd.  
 Fenton, MO 63026  
 636-343-7887

**Benjamin-Moore Paints**

651 East Vandalia  
 Edwardsville, IL 62026  
 314-231-4060

**Brambles Equipment Services**

2500 Drilling Services Rd.  
 Maryland Heights, MO 63043  
 314-298-3434

**Crismar Wallcoverings**

945 Kiefer Trails Dr.  
 Ballwin, MO 63021  
 314-406-1504

**D. B. Rasmussen & Associates**

1642 Old Baxter Rd.  
 Chesterfield, MO 63017  
 636-537-4004

**Farrell-Calhoun**

2355 Centerline Industrial Dr.  
 St. Louis, MO 63146  
 314-567-5811

**Finan Publishing Co.**

8730 Big Bend Blvd.  
 St. Louis, MO 63119  
 314-961-6644

**Flanagan Paint & Wallpaper**

9405 Gravois  
 St. Louis, MO 63123  
 314-638-3850

**Guard Contract Wallcovering**

341 Fox Village Ct.  
 Ballwin, MO 63021  
 636-391-8098

**Hirshfield's**

12379 Cross Creek Cove  
 St. Louis, MO 63141  
 314-205-9008

**Huntleigh Fund Distributors**

8000 Maryland Ave.  
 St. Louis, MO 63105  
 314-727-5454

**Hydraflow Equipment Co.**

8125 Brentwood Industrial Dr.  
 St. Louis, MO 63144  
 314-644-6677

**ICI/Dulux Paints**

5943 Sue Mandy Dr.  
 St. Peters, MO 63376  
 636-397-5183

**J. M. Lynne Co.**

1444 Oak Lawn Ave.  
 Dallas, TX 75207  
 800-611-5870

**Lewis, Rice & Fingersh**

500 N. Broadway  
 St. Louis, MO 63102  
 314-444-7600

**MAB Paints**

13733 Rider Trail North  
 Earth City, MO 63045  
 314-298-7433

**Midwest Aerials & Equipment Co.**

2231 Papin  
 St. Louis, MO 63103  
 314-588-1300

**Mississippi Valley Advisors**

P.O. Box 387  
 St. Louis, MO 63166  
 314-418-2698

**National Wallcovering**

2001 S. Hanley  
 St. Louis, MO 63144  
 314-644-2008

**Porter Paints Co.**

6717 Clayton Rd.  
 St. Louis, MO 63117  
 314-727-4777

**PPG Industries, Inc.**

1529 Cove Lane  
 St. Louis, MO 63138  
 314-741-8325

**Reineke Decorating Center**

12017 Manchester  
 St. Louis, MO 63131  
 314-821-1616

**RNC Enterprises, Inc.**

529 Coulter Ave.  
 St. Louis, MO 63122  
 314-822-7747

**RSC/M.J. Struckel Co.**

4609 Cross Roads Industrial Dr.  
 Bridgeton, MO 63044  
 314-291-0900

**Sherwin-Williams**

2145 Schuetz Rd.  
 St. Louis, MO 63146  
 314-997-3706

**Tnemec Company, Inc.**

1615 N. Broadway  
 St. Louis, MO 63102  
 314-241-4722

**The Coatings Resource**

1222 S. 8th St.  
 St. Louis, MO 63104  
 314-241-5333

**Thybony Wallcoverings**

8630 Delmar  
 St. Louis, MO 63124  
 314-994-0053

**United Rentals**

5500 Bircher Blvd.  
 St. Louis, MO 63120  
 314-389-4030

**Weber Chevrolet**

12015 Olive Blvd.  
 St. Louis, MO 63141  
 314-567-3300

**Williams Zinsser & Co.**

1973 Royal Heir Dr.  
 O'Fallon, MO 63366  
 636-980-3424

**Wall & Ceiling Contractors Association of Metro St. Louis (WCCA) Associate Members**

**Ceiling Supply**

120 Boulder Industrial  
 Bridgeton, MO 63044  
 314-739-6800

**Missouri Drywall Supply**

314 McDonnell Blvd.  
 Hazelwood, MO 63042  
 314-731-2282

**Negwer Materials, Inc.**

49 Airport Rd.  
 St. Louis, MO 63135  
 314-522-0579

**P & A Drywall Supply**

2600 Endicott  
 St. Louis, MO 63114  
 314-426-3785

**RSC/M.J. Struckel Co.**

4609 Cross Roads Industrial Dr.  
 Bridgeton, MO 63044  
 314-291-0900

**St. Louis Plaster Bureau**

4656 Baumgartner Rd.  
 St. Louis, MO 63129  
 314-894-0200

**U. S. Gypsum Company**

900 S. Highway Dr.  
 Fenton, MO 63026  
 636-349-0980

# Take a Second Look at That Contract Before You Sign It!

continued from p. 9

have real value to the owner, architect, and others, these clauses ensure that issues are dealt with in a prompt, predictable way.

### 3. Are there overhead drivers in the fine print?

On some projects with an overly aggressive construction manager or general contractor, there may be a clause requiring attendance at weekly job meetings. This requirement is fine for the site-work or structural contractor, but if you are the glazing or tile subcontractor, this can be an onerous obligation. If your work won't start for awhile, you will be required to attend hour-long meetings that rob valuable time you could dedicate to more pressing matters such as bids, change orders, and troubleshooting on current work.

Additionally, if you don't show up at the meetings on a consistent basis at the beginning of the project, the general contractor may be able to document that you weren't diligent in your work on the project. If a claim does arise, the general contractor may be able to prove you negligent through a "preponderance of evidence."

Are the job closeout procedures particularly cumbersome? Construction people as a group excel at building things. They are excited to start and build a project, or in other words, have a real challenge that involves constructing things. Extended closeout procedures de-motivate project and field managers more than anything else. Some companies even have gone so far as to designate closeout superintendents and managers. They do this to keep their people in the "fun" part of building. Look out for the closeout trap.

If you ever faces a cumbersome procedure, you know what a black cloud it can cast on your best people day after day.

### 4. Do the math.

Put simply, read the contract and make sure the costs that are incurred under the contract are accounted for in your bid. As an example:

1. Are taxes, storage, performance, payment bonds, and other items called for in the agreement part of the estimate?
2. Are there alternate bids to the work that are called out in the contract? Have you added them in?
3. Are there any last-minute addenda you are un aware of?
4. Are any hiring goals included?
5. Is there a domestic product requirement?

As you can see, there are some real traps involved in contracting. Some are a sign of the times; others are as old as contracting itself. To keep yourself out of difficult situations, follow a process. These process should include a checklist that forces you to cover your bases in a fail safe manner.

Airline pilots are required to go through a task list before takeoff. The reason is clear— the pilot can't just walk away from the plane while in operation. Isn't that true of contractors? In most cases, it's impossible to walk away from a project without serious damage or death to your company, your reputation, and/or your finances. □

# PDF

## CALENDAR

### SEPTEMBER

- 4 **Labor Day**  
*PDF Office Closed*
- 14 **PDCA/WCCA Mtg.**  
*Jeremiah's Restaurant*
- 28 **PDF Board Meeting**  
*PDF Office – Noon*

### OCTOBER

- 12 **PDCA/WCCA Mtg.**  
*Jeremiah's Restaurant*
- 18 **Seminar on how to deal with the generation X employee**  
*PDF Office – 8:30 a.m.*
- 26 **PDF Board Meeting**  
*PDF Office – noon*

### NOVEMBER

- 9 **PDF Fellowship banquet**  
*Missouri Athletic Club Downtown*
- 23-24 **Thanksgiving**  
*PDF Office Closed*
- 30 **PDF Board Meeting**  
*PDF Office – noon*

Printed in the U.S.A by skilled union craftsmen