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PRESIDENT’S MESSAGE
Mario Forlenza, Modern Mosaic, Ltd

Greetings to all fellow producers, associates and professional members,

This is my first message in 2019 and I want to take this opportunity to thank each of you for your support in 2019! We had a great year.

From most reports, our membership is seeing an increase in sales and workload with the hope of a strong 2019. Our APA Plant Certification Program is continuing to enjoy broad industry acceptance. As an organization, we are continually reviewing the program and addressing any changes or modifications that will make it a stronger program for industry acceptance, overall quality and member benefit. Our organization and the architectural precast industry is stronger because of all of our member plants who participate in the Plant Certification program and other APA functions. As we move full steam ahead into the new year I encourage each of you to take advantage of opportunities like attending upcoming APA events! The benefit of networking and gleaning from one another is great. I truly believe that together we can impact this industry for the better in 2019.

Best Wishes,
Mario

IMPROVEMENTS TO APA ONLINE MEMBER DIRECTORY

We’ve made a few improvements to the APA Online Membership Directory which now includes a Search By Certification option. Why not visit the updated directory today to see this new feature?

Visit www.archprecast.org/membership/
Every team member wants a great leader. And, every leader wants great team members. High Impact leaders understand the culture of an organization affects everything else – and culture starts with them.

Many leaders are frustrated because they have disengaged team members. Employee engagement is not only the key to increasing productivity, profitability, and teamwork, but it’s also the key to reducing turnover, costs, and frustrations for organizational leaders. According to Gallup, only 34% of U.S. workers are engaged.¹

The Engagement Dilemma: Employee Engagement Starts with Engaged Leadership

Many leaders don’t realize that disengaged employees are a symptom of disengaged leaders at one or more levels in the organization. In fact, research shows 79% of employees are, on average, 40% more productive and engaged when working for a better leader.²

The level of engagement below is determined by the level of engagement above.

Leadership development, or the lack of it, at every level determines morale, engagement, turnover, productivity, communication, teamwork, and how customers are served.

However, many people are over-managed and under-led. People who are managed become disengaged. People who are led become highly engaged.

Leadership development is the key to transforming the culture of an organization and improving the team’s results.
The Retention Dilemma: The Competition Wants More than Your Customers

Many leaders don’t realize the competition for customers is only one of two types of competition. Disengaged leaders lose more than customers to competitors. They also lose their team members to competitors.

A leader’s ability to attract and retain high performance employees is a crucial factor for organizational success. Employees who are disengaged are far more likely to change jobs and even change industries because disengagement leads to dissatisfaction.

Minimizing employee turnover by increasing engagement is critical to improving the bottom line for organizations.

87% of managers wish they had more training before becoming a manager.³

High performance team members and managers are looking for more than a good salary. They are seeking growth and development opportunities that will help them become more successful personally and professionally.

High impact leaders understand they must offer more development opportunities in order to become the employer of choice in their area and in their industry.

The Turnover Dilemma: Tired of Hiring, then Firing?

We primarily interview, select, and hire employees based on the competency of the candidate. Competency is the skill set, technical knowledge, and ability to perform a task or job. Competency is what we do at work.

However, we are usually terminating employees based on character. Character is who we are and how we do what we do. It’s the “soft” skills, such as attitude, work ethic, integrity, leadership, and ability to work with others. 90% of our results as individuals and organizations is determined by character.⁴

In other words, employees are hired for what they know, but fired for who they are. Performance problems are almost exclusively a character issue. However, most training and development is focused on improving competency.

If you are tired of hiring and firing employees, it’s time to look at several factors: 1) Selection process (Are you hiring based on competency and character?); 2) Culture in the organization; 3) Engagement of formal authority leaders; and 4) Leadership development of both leaders and team members.
Leadership Development is the Key to Transformation

Leadership isn’t just about the position or title leaders hold. It’s about the leader’s ability to influence others – specifically team members.

High Impact Leadership is highly effective leadership that delivers results. It’s more than improving culture, initiating change, managing an organization, or leading a team. Far beyond short-term initiatives, high impact leadership is about lasting, long-term, positive impact and transformation in the organization and in the lives of others.

Leadership Development is personal and professional development geared toward helping someone develop their character and increase their influence first with self and then with others.

Character development helps us make better choices as individuals, which helps us be more effective at work and in life. Leadership development is the key to transforming culture and continuous improvement.

Leadership development, at every level in the organization, helps engage employees because they feel recognized, valued, empowered, and respected.

Leadership development helps engage leaders at a high level as they become equipped with the tools and knowledge to lead with 360° of influence, which will improve organizational effectiveness and communication while also increasing their team’s performance. It’s the key to transforming an organization.
Leadership Development/Training Strategies

**Onsite Leadership Development Sessions**
Kickstart and sustain your organizational growth initiative with live, engaging sessions to motivate and inspire leaders and team members.

**Provide Resources for Leadership Development**
Create a company library with leadership development books. Invest in team members by giving them books. Encourage team members to listen to leadership podcasts or audio books. Finally, set the example. Leadership is more caught than taught.

**Book Studies/Roundtable Sessions**
Select a facilitator(s) to regularly lead a group of 4-10 in the break room, work area, or on the job site. Simply read and review one chapter together from leadership books every session. This takes approximately 15-20 minutes. *(Click here to download a script)*

**Identify Top Performers as Champions**
Engage top performers by giving them opportunities to champion leadership development and organizational growth. Allow them to post motivational quotes or lead book studies to incentivize them.

**Train the Trainer Certifications**
Certify and equip one or more team members as leadership trainers, so they can teach Leadership Development Programs internally.

**Event versus Process:**
Transformation takes time. It’s never a quick task to improve culture and build trust in an organization, but well worth the effort. As David Katz, President of Coca-Cola Consolidated said, “Culture doesn’t just eat strategy for breakfast, it eats everything.”

Leaders often overestimate the impact of a single event, and many leaders also underestimate the impact of consistent growth over time.

Going to the dentist twice a year isn’t very effective without daily brushing and flossing. Leadership development also shouldn’t only be a once or twice a year event.

The leader’s role is to identify where the organization is going, define the unifying purpose, and determine where individuals will be most effective.

High Impact Leaders want to grow the people and the organization. They realize leadership isn’t about them, but it starts with them. *High Impact Leaders Engage the Front Line to Improve the Bottom Line.*
Sources:
1) Employee Engagement on the Rise in the U.S., Jim Harter, 08/16/2018
   (retrieved February 1, 2019)
2) Harris Interactive®, Global Workforce Study (2011)
3) Good Manager Bad Manager: New Research on the Modern Management Deficit,
   Heather Huhman, 02/19/2018 https://www.grovo.com/resources/guides/good-
   manager-bad-manager-new-research-on-the-modern-management-deficit
   (retrieved February 5, 2019)

About Blue-Collar Leadership®

Blue-Collar Leadership® provides leaders with a platform for training and developing their workforce to unleash their potential by taking powerful leadership concepts and packaging them in easy to understand and apply resources. Founded by Mack Story, Blue-Collar Leadership® is uniquely designed content specifically created to engage and develop the front line workforce, those who lead them, and those who support them.

We understand your biggest frustration as a leader is likely disengaged team members. We specialize in helping leaders engage the front line to improve the bottom line.

Mack Story has logged over 11,000 hours leading leaders and their teams through organizational change. He is the author of the extremely popular Blue-Collar Leadership® Series. Ria Story is an author, TEDx speaker, and expert in leadership and life skills for women. Ria has nearly 20 years of experience in leadership and management.

Mack and Ria are certified leadership speakers and trainers and have published 22 leadership development and personal growth books.

Highlights for them have been:
- Helping train 20,000 Guatemalan Leaders with John Maxwell
- Speaking at Yale University
- Offering leadership development support for the U.S. Military, Chick-fil-A, Auburn University, Chevron, and many other organizations.
EMPLOYEE DRUG TESTING IN THE AGE OF MARIJUANA LEGALIZATION

Drug and alcohol testing is one very important way for an employer to protect the workplace from the negative effects of substance abuse. A drug testing program can deter employees from coming to work unfit for duty and discourage substance abusers from joining the company.

With the onset of widely varied regulations legalizing marijuana, we urge employers to carefully review all applicable state workplace drug-testing laws. Despite marijuana becoming increasingly legalized, employers in the majority of states are still able to enforce and maintain drug-free workplace policies.

Drug Free Workplace
A company’s drug and alcohol policy must state clearly in writing that workers are subject to discipline or discharge if they are under the influence during work time.

In addition to compliance with all legal mandates that may restrict drug or alcohol testing in the employer’s state, the written policy should also be formulated with consideration in regard to prohibition of use (like alcohol, just because marijuana is legal in a state does not mean that an individual is allowed to partake on the job) and fitness for duty (general performance and safety measures).

The policy should specify the circumstances under which employees are required to undergo testing to determine whether they are under the influence of alcohol or drugs.

- Upon receipt of a conditional job offer
- for “cause” (i.e., after an accident)
- reasonable suspicion that an employee is under the influence
- Employers may choose to implement a random testing policy, or may require employees who have violated the company drug policy to undergo random drug tests in the future. However, note that several states restrict or completely prohibit random testing.

Employers can select from the various types of tests that may be available in compliance with applicable regulations which can include urine, blood, Breathalyzer, hair, and saliva. It is important to note that every drug has its own unique window of detection.

Marijuana Legalization
Beginning with California in 1996, approximately half of the states in the U.S. have enacted marijuana legalization laws. This has presented a challenge to employers and their drug-free workplace programs.

According to Quest Diagnostics, the world’s leading drug testing company, positive marijuana tests have steadily increased following the year that the states of Colorado and Washington legalized recreational use. Should the current trend of states moving to permit recreational and medical marijuana continue, we could see a substantial rise in use of the drug.

Recently, a nationwide background screening company conducted a survey of 500 participants regarding how their organization would handle legalized recreational marijuana. It is interesting to note from the results that few employers would ignore or overlook positive tests or past marijuana offenses, and how few would end their drug testing programs. Employers are concerned about marijuana use—legal or not.

Legalization doesn’t remove the many reasons for marijuana screening, which include workplace safety, productivity and health concerns, limiting health insurance costs and protecting your company image. This applies to companies located in a state that has legalized medical marijuana or recreational use of the drug.

To further complicate matters, registered medical marijuana users could fall under ADA protections in certain states. The Society for Human Resources
Management (SHRM) gives the following examples: “In New York, they [registered medical marijuana users] are covered under the state disability nondiscrimination law. And in 2017, the Massachusetts high court held that a worker could bring suit against her employer for disability discrimination after she was fired for a positive marijuana drug test.”

Although laws are becoming more lax, general public safety is still a concern. Jobs that would usually require drug testing under federal law, like motor vehicle operators, are subject to screening even in states with nondiscrimination provisions for medicinal use.

Proponents for legal marijuana feel that it should be treated like alcohol, with employees facing no workplace disciplinary actions, provided marijuana is consumed responsibly off the job. So far, however, courts have generally ruled that employers may fire workers for using marijuana, even off-duty and if medically prescribed.

Courts are consistently giving private employers the right to set their own drug policy. If a company has a clearly written drug policy that is followed fairly and consistently, then an employer can terminate an employee as the result of a drug test showing the presence of marijuana in the employee's system during working hours.

Remember, employers never have to accommodate on-the-job use, but in states where certain types of usage are becoming legalized, it may be time to reassess current policies to ensure that they are in compliance. Employers should ensure that drug testing policies protect the company and suit their particular needs.

Suggestions
- Do review your drug-free workplace policy and substance abuse testing program with a professional familiar with the regulations.
- Don’t stop enforcing your drug policy solely because of state marijuana laws.
- Do apply your drug testing policies fairly and consistently.
- Don’t terminate or disqualify someone without careful consideration and adherence to policies, particularly in light of medicinal or “legal” recreational use.
- Do consider the health and safety of all of your workers in the application of your drug screening policy.

Policy Pointers
- The following expectations apply to employees and management alike while conducting work on behalf of the company, whether on or off company property:
  - Employees are expected to arrive to work fit for duty and able to perform their duties safely and to standard; employees must remain fit for duty for the duration of their shift;
  - Use, possession, distribution, or sale of drugs or alcohol during work hours, including during paid and unpaid breaks, is strictly prohibited;
  - Employees are prohibited from reporting to work while under the influence of recreational marijuana and any other non-prescribed substances;
  - Employees medically approved medication must communicate to management any potential risk, limitation, or restriction requiring modification of duties or temporary reassignment; and
  - Employees are expected to abide by all governing legislation pertaining to the possession and use of marijuana.

Very best regards,
THE SEAY MANAGEMENT CONSULTANTS STAFF

Remember if you have an employment issue or challenge and you need the right answer, right away, take advantage of the APA’s FREE HR Hotline for APA Members. The Seay Management Team gives the best HR advice available.

Call them at: 888.245.6272
Welcome back, in this edition of the APA Precaster we will cover the repair of precast cladding. There will be a new article in every new edition of Architectural Precaster covering the art of repair and cleaning of architectural precast concrete and cast stone.

Repairing Cladding

By Kiley Marcoe, Metro Precast & Stone Services, Inc.

Precast can be clad with a variety of products such as thin brick, terra cotta, limestone and granite. Repairing each type of cladding requires a different technique and a variety of different repair products.

Granite Repair

Cladding products such as granite requires the use of a tinted epoxy resin followed by a finishing technique to either mimic a polished finish or a thermal finish. Regardless of the finish the first step is to tint an exterior grade repair resin such as an Acrylic Knife Grade epoxy to match the base color of the cladding and at least one of the colors within the veining or speckling. Once the resin is tinted apply the resin with a small trowel to roughly fill the damaged area. Do not try to smooth out the roughness, the low areas are utilized to apply the second color mimicking the pattern of the veining or speckling. Once the resin has gelled a razor blade is used to shave the repair resin level and flush with the granite surface. After the resin has completely set polished granite repairs must be finished with an angle grinder equipped with a diamond polishing pad and polishing compound.
Thermal finish granite is repaired exactly as polished granite just the finishing step differs. Once the resin has completely set and cured a mini grinder equipped with a diamond blade is used to distress the face of the repair to mimic the thermal finish.
Thin Brick
Thin brick is repaired just like an acid etched or light sandblasted precast panel by applying a repair mortar to the damaged area with a trowel and finishing with a sponge to mimic the exposed face. There are many brands of brick and terra cotta repair mortars available in a variety of colors. Using one or a blend of more than one color develop a repair mortar that matches the specific thin brick being repaired.
Terra Cotta
Cladding products such as glazed terra cotta requires the use of a tinted epoxy resin followed by a sanding technique to mimic the glazed finish.

Matte or textured finished terra cotta is repaired using a repair mortar in a variety of colors. Using one or a blend of more than one color, develop a repair mortar that matches the specific terra cotta being repaired. Apply a repair mortar to the damaged area with a trowel then finish the repair with a sponge to mimic the exposed face.
Limestone
Matte or textured finished limestone is repaired utilizing a limestone repair mortar in a variety of colors. Using one or a blend of more than one color develop a repair mortar that matches the specific limestone panel being repaired. Apply a repair mortar to the damaged area with a trowel then finish the repair with a sponge to mimic the exposed face.
THE TOM CORY SCHOLARSHIP

Tom Cory was a founding member of the APA and in his honor, the APA developed the Tom Cory Scholarship. This $2,000 scholarship is awarded annually to one deserving student in an architecture program. This is a fantastic scholarship opportunity for college students who are majoring in Architecture.

HELP US SPREAD THE WORD TO COLLEGE STUDENTS BY SHARING THIS LINK!
APA MEMBER BENEFIT:
HR & EMPLOYMENT HOTLINE

As valued association members of the Architectural Precast Association, you have unlimited access to a complimentary HR & Employment HOTLINE through our partnership with Seay Management Consultants. This HR & Employment HOTLINE is available to you at NO COST and will provide answers to your human resources, personnel management and employment related questions.

Hundreds of employee questions arise in day to day business and almost every one of them can be different – questions about COBRA, FMLA, EEOC, ADA, and so many others. Sometimes a simple question can turn into a complicated or costly concern if it’s not handled properly.

When you have a question and need an accurate, straight forward answer, simply contact Seay Management Consultants and identify yourself as an APA member.

HUMAN RESOURCES SPECIAL MANAGEMENT PROJECTS*

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*Special Projects will be offered at a reduced hourly rate for clients of APA.