

*The View from the Fourth Floor****Business is More Than Making Money***

by Paul M. Henkels, Chairman

It was in the depths of the Great Depression. I was about eight years old and Henkels & McCoy's office was in a room behind the kitchen in our home. John B. Henkels, Jr., my father and founder of the company, was alone in that office. I was on the second floor, the only other person home at the moment. A man, obviously a subcontractor, came into the office claiming an extra of two thousand dollars—a very large sum in those desperate days. However, as the prime contractor, Henkels & McCoy had a decided advantage: possession of the money.

Jack Henkels' Legacy

The discussion soon became loud and heated, something that can be very upsetting to a child on the second floor. As voices and tempers rose, the impasse got worse. This continued for several frightening minutes. There then ensued a long pause, after which my father spoke in a low voice filled with emotion: "We differ on what I said our agreement was. However, I said it and it was up to me to make myself clear. I apparently did not make myself clear. Therefore, I accept your interpretation and we shall pay you two thousand dollars. I don't know how, but we shall pay it."

This was my introduction to integrity in business. Seventy years later and just a few short months ago, a major utility from whom we'd never been able to obtain work telephoned us. They stated that they were about to begin a large construction program and wanted us to be their major contractor. Their reason: our national reputation for integrity.

Integrity Today

Integrity at Henkels & McCoy began with Jack Henkels, founder. It meant treating a subcontractor fairly, even generously. It meant honesty, quality work, safe practices, and treating his employees well. In his lexicon, it also meant everyone enjoying their work.

Henkels & McCoy is now in our eighty-third year. Integrity today is the same as in those early times, except that its practices can no longer rest on just one person. In a company as large and wide-ranging as ours, it must be *lived* by every person in the organization, from top to bottom. We can all be proud that integrity at Henkels & McCoy is as strong and valued today as it was in the early days.

Competence

Next, to run a company successfully and with integrity, we must have competence. We can

be honest, do quality work, treat our employees well, and obey all the laws; but, if we are not competent enough and profitable enough to stay in business, we have not proved a thing. Indeed, if we were to go bankrupt, we would only prove to the skeptical that one cannot be ethical in the world of commerce and survive. However, by being successful, our influence can be significant and our possibilities endless.

A few years back, when Henkels & McCoy still belonged to a certain trade association, I received a great compliment from the personable

work under safe conditions and receive a living wage. In these times, that also means a medical plan and the availability of a retirement program. Further, justice must come before charity. It rings hollow to give every employee a turkey for Christmas if they haven't received just wages all year.

This resumption of our company's newsletter provides a welcome opportunity to review the fundamentals that we believe at Henkels & McCoy are basic to running our business. It is an ideal milieu for living one's values. Unsheltered, one either has values and practices or one does not. All the opportunities exist here to do the right thing—and so do the temptations to veer the other way. In a life lived to its fullest, a person's job becomes an integral part of that person's total life, not just the means for making a living.

Living Our Values

When I interview a young person who is considering casting his future with us, I often state that I hope he has values. If he does, I ask that he not leave them at home or in the parking lot but that he bring them to work and live them in his job. If he does not have values, I recommend that he look at ours and consider adopting them. I then add that the work that Henkels & McCoy does is good because it is useful. We bring light, heat, and communications to people. How we do it is important to us.



Paul M. Henkels

**Integrity at
Henkels & McCoy
is as strong today
as it was in
the beginning.**

and capable owner of a smaller company. Fifteen years my junior, he came to me and said, "Paul, I always thought it was impossible to make it in this business without cutting corners in one way or another. However, I've been watching you for seven years and see that you and your company have done very well without doing so. From now on, I'm going to run my company like you do yours."

Justice

Justice is next. The customer must get a good job, regardless of price. Employees must

Welcome (Back) to Performance

Dear Reader,

Henkels & McCoy is pleased to present our company newsletter, entitled *Performance*. This quarterly publication will be customer-focused, educational, and informative in nature, imparting value in a clear and concise manner. Broadly stated, our objective is to reinforce a lasting impression not only of what we do, but of who we are: our core values, beliefs, and standards.

Among these core beliefs is our conviction that world-class customer communication begins with superior internal communication. In keeping with this principle, we will be distributing *Performance* to our staff as well as to our customers. In our view, customers and employees are the most complementary of audiences in terms of the need to know. Outstanding across-the-board communication with all stakeholders results in well-defined expectations, a key to successful long-term relationships. This is our commitment to you.

Casino Expansion Generates Diverse Construction Needs

by Jeff Griffin, Senior Editor

Reprinted from the September 2005 issue of
Underground Construction

The Hon-Dah Resort-Casino is a favorite getaway destination for people who enjoy gaming and love nature.

Owned and operated by the White Mountain Apache Tribe, Hon-Dah is located near the small town of Pinetop in Arizona's scenic White Mountains, 200 miles northeast of Phoenix. Facilities include a modern casino and hotel, conference center, fine dining, shopping and entertainment, plus the Good Sam RV Park, conveniently located next to the casino.

Earlier this year, construction was completed adding 60 sites to the popular RV park to accommodate the increasing number of visitors.

"The new sites bring the total for the RV park to 258," said Emerson Craig, Hon-Dah facilities manager. "The White Mountain area is very popular, and the expansion helps us fill the need of providing services for RV travelers. All sites are 100 percent booked from March through October."

Craig said the area has the largest stand of Ponderosa pine trees in the world and includes 40 lakes, 750 miles of streams, and is rated among the top 10 locations for still water trout fishing.

Henkels & McCoy, one of the nation's largest privately owned engineering, network development, and construction firms serving utility industries, constructed new utilities, roads and pads, and assisted with field engineering on the expansion project.

Preserving the site

"Site conditions posed several challenges," said Tim Cloud, area supervisor for Henkels & McCoy's Show Low, Arizona office.

"We were responsible for field engineering to best manage existing dense-forest landscape and accommodate construction to the natural lay of the terrain," Cloud explained. "Although some trees had to be cleared for paths and roadways, care was taken to avoid unnecessary disrup-



Amid the pristine trees near Pinetop, Arizona, a Henkels & McCoy crew prepares the site for one of the bathroom/shower facilities for the Hon-Dah Resort-Casino RV park.

tion to the terrain, and this was accomplished by trenching a winding path through the trees, instead of cutting a swatch through the area.

"Presence of solid lava rock meant that ditches required the use of excavators equipped with rock hammers."

The project involved many different aspects, including:

• New sewer lines

Placement of gravity sewer lines to serve the addition, including hammering and digging lava rock, known locally as malapai, to a maximum depth of 10 feet at the deepest point, and installing 6-inch main and 4-inch services of PVC SDR 35. "The entire job had an average of about two feet of dirt before encountering solid rock," said Cloud. "The new sewer main tied into manholes and an existing sewer main already in place."

• Potable water

Construction of a 6-inch PVC C900 water main and 1-inch services, valves, fittings, hydrants and blow offs, plus connecting new pipe to the existing tribal utilities system with a tap into the main line with a meter loop and back flow preventer. Chlorination and pressure testing of the water system was coordinated with a tribal utilities representative.

• Dry utilities

Installation of electrical conduit and assisting casino staff electricians in pulling power cable in place and pouring concrete pads for a meter box and panel set by subcontractor Navopache Electric at the tie-in point. Henkels & McCoy personnel also poured concrete pads for transformers, which were set by facility electricians.

• Pads

Digging, forming, and pouring concrete slabs for structures, which were completed by Hon-Dah personnel.

• Plumbing

Plumbed all utilities to bathroom and shower

facilities, and stubbed out all utilities for future phases of construction at the RV park.

• Roadways

Henkels & McCoy also placed, graded, and compacted gravel roadways for the sites.

Added Cloud: "We also installed conduit and direct buried 'local' telephone and cable television cables" (the term 'local' describing cable owned by Hon-Dah, rather than service providers).

Project success

The project was completed over a 10-month period with a crew composed of a superintendent, foreman, two equipment operators, and three laborers.

Equipment utilized included a John Deere 200 track excavator with 4,000-pound hydraulic hammer, Komatsu 320 loader, two Case 590 Super M backhoes, water truck, service trucks, and miscellaneous tools.

"The project included specific requirements for segments of work requiring participation of Hon-Dah staff," added Cloud. "Ongoing coordination and communication between Henkels & McCoy and in-house personnel were major factors in successfully executing work."

Hon-Dah's Craig said everything pertaining to the project went smoothly. "There were no issues," he added.

Henkels & McCoy completed a similar project at the RV park in 1994. "The relationship between the Hon-Dah Resort-Casino and Conference Center and Henkels & McCoy has been very good," concluded Cloud.

Henkels & McCoy was founded in 1923. Based in Blue Bell, Pennsylvania, the company operates more than 80 strategically located offices from New England to Hawaii. Primary areas of business include the design, construction and maintenance of power substations, and distribution and transmission systems; gas and water distribution and transmission; telecommunications; industrial construction; network cabling; and training services.



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**Have an idea for a story?
Want to let us know how we're doing?
Contact us by phone or e-mail.**

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SAFETY UPDATE

Safety is a VALUE

By Bill Mattiford CSP, Corporate Safety Director

"A workman who has a preventable accident is to that extent unsuccessful on his job and his foreman unsuccessful in his foremanship."

"...a careless employee can get hurt on the best of equipment and...a careful employee can work safely under adverse conditions."

These quotes, by John B. Henkels, Jr., the founder of Henkels & McCoy, are from his 1966 memoir, *An American Adventure** and are a reflection on how Safety was considered then.

In today's thinking, we would say the 1966 H&M Safety culture embraced *Safety* as a core *Value*. There have been many changes in our industry and company since then, and as the demands of customers, regulatory agencies, and society changed, priorities tended to be reset. Over time, we have even changed how we feel about Safety—and some have expressed that Safety was being seen as a subculture to profit, productivity, and quality. As a result, H&M management has reaffirmed that Safety is a core Value and initiatives have been made to reestablish the fact.

Knowing that a culture change is difficult and takes time, the **Zero Accidents Today** (ZAT) concept was introduced to convey the message that Safety is part of our daily activity. The thinking is that if we take one day at a time, days become weeks and months and years of accident-free activities. As we conduct our daily tasks, we encourage frontline workers and supervision to focus on completing work safely and productively.

In addition to ZAT, H&M has embarked on a **Corporate-wide Safety Value Assessment**, to compare the *as is* state of the H&M Safety Management System to that of a *world-class* system. The survey focused on four categories considered to be major elements of a successful system: Management Commitment, Line Management/Organization Responsibility, Strategy/Support, and Evaluation/Skills Development. The results



of the assessment will be used to establish the roadmap for Regional and Departmental Safety improvement plans.

These initiatives are a few of the internal activities currently being conducted to improve Safety.

An external initiative that H&M is very proud of is our membership in the Electric Transmission and Distribution **OSHA Strategic Partnership**. The first of its kind, the partnership was signed in August 2004 (See <http://www.henkels.com/corporate/prhistory.asp>). Membership consists of electric power utility contractors, trade associations, electric utility representation, International Brotherhood of Electrical Workers (IBEW), and OSHA. The goal is to reduce fatalities, injuries, and illnesses in the industry. The objective is to construct a partnership based on mutual respect and trust that leverages the resources of the partners through systematic anticipation, identification, evaluation, and control of health and Safety hazards during electrical T&D construction work.

Three task teams have been analyzing accident data, assessing training requirements, and developing best practice procedures to accomplish the goals and objectives. We are committed to following the recommendations and guidance of the partnership.

As you can see, we at H&M are serious about Safety. We want our people to be protected, well-informed, and among the best educated workers in the business. In future issues of *Performance*, we will address a range of Safety-related topics to help achieve and maintain a Safety record of which we can all be proud. If there is a Safety topic you would like to see addressed, please feel free to contact me. My door, as they say, is always open.

*Available online at <http://www.henkels.com/corporate/timeline/AnAmericanAdventure.pdf>

Equal Employment Opportunity/Diversity Programs

It's a Matter of Respect

Managing and valuing a diverse workforce is vital to business success. Through a custom-developed program, **Creating an Atmosphere of Respect**,™ Henkels & McCoy has launched a major new initiative to train all employees in its concepts and foster a climate that promotes respect in the workplace. The program focuses on extending equal employment opportunities by assuring fair employment practices, preventing harassment and a hostile work environment, and managing a diverse workforce. This presentation also meets the new rigorous compliance requirements of legislation such as California's new AB1825 law, which mandates harassment and discrimination prevention training.

To date, all of H&M's Regional Assistant EEO Compliance Officers have been certified to present

this training. Implementation of the supervisory training program has begun with a rollout to all employees with a position of foreman or higher. The program has been made a regular part of the Supervisor Academy, new employee orientation, and management meetings, and in 2006, a shorter, employee-oriented presentation will be added.

H&M is committed to the principles of respect, diversity, and equal opportunity and invites all employees, customers, contractors, and vendors to partner with us in *Creating an Atmosphere of Respect*.™

For more information, please contact Dot Clark, H&M's Director of EEO/Diversity Programs at 800-523-2568 x7948 or e-mail her at dclark@henkels.com

H&M People: Meet Bill Mattiford



With an accomplished and extensive industry background, Bill Mattiford became Henkels & McCoy's new Corporate Safety Director in October 2004. Bill is a Board Certified Safety Professional (CSP) with more than 25 years of occupational health and safety experience and 37 years of background in nuclear and fossil generation facility operations, electric and gas transmission, and distribution systems. He was a member of the Edison Electric Institute's Industrial Safety and Health Committee and is a member of several other respected associations, including the American Society of Safety Engineers, the American Industrial Hygiene Association, and the American Society for Testing and Materials—the latter of which calls upon Bill's know-how in the development of test standards for flame retardant clothing.

Bill began his career with PECO Energy (now a subsidiary of Exelon Corporation). During his 34 years there, Bill received various nuclear reactor licenses and sat on numerous committees, including the Executive Industrial Hygiene and Safety Committee, which he facilitated. After working in various operational and managerial positions within the company, Bill ultimately became PECO's Director of Occupational Health and Safety.

Before joining H&M, Bill served as Manager of Safety for a large electrical contracting company, where he planned, organized, coordinated, and directed the safety/training programs, in addition to establishing and maintaining an influential presence on industry trade organization committees.

As Corporate Safety Director at H&M, Bill directs safety and environmental activities on a company-wide basis. He is responsible for federal and state OSHA interface, including direct contact with agencies for OSHA citation issues, and for safety change management initiatives. Bill has already achieved considerable success in his time at H&M; notably, he is an OSHA Strategic Partnership Steering Committee member and Best Practice Task Team Liaison.

Bill graduated from West Chester University with a Bachelor of Science in Environmental Health & Safety. Currently, he serves as Vice President of Program Development for Drexel University's Drexel Parents Organization.

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Left:
East Region's
sparkling new
reception area

News Items from some of our

Regional

East Region News

East Region HQ Building Renovation Completes First Phase

June 7, 2005 was a significant day for the East Region as we hosted an open house in our Blue Bell headquarters. The occasion marked the complete refurbishment of the second floor in what has become known as the "Del Val" building (after the former Division name of the group that works from there). Attendees included customer representatives, H&M executive management, and Corporate Headquarters and East Region personnel. All those who attended the open house were impressed with the transformation of the work areas and the artwork, selected and provided by East Region V.P. **Denis Palermo**.

The extensive, six-month renovation was done in-house, proving once again the breadth of experience and knowledge resident within H&M employees. The amount of work, planning, and attention to detail that went into the project—as well as the coordination and cooperation between all staff members during construction—was exemplary. The project team is to be congratulated for their outstanding work.

The East Region would like to thank the H&M executive management team for their support and for providing a state-of-the-art work environment. We plan on renovating the first floor workspace occupied by the field management team in the near future.

Central Region News

The Central Region has responded to the **Project Management (PM)** challenge with new jobs in **Florida** and **Texas**... **Florida** is doing well in power distribution, winning a three-year contract with three 1-year options estimated at \$36 million—along with multiple overhead and underground power jobs... **Texas** has completed the engineering for a \$6.8 million **Metro Area fiber network** awarded in June; construction started in mid-September... **Indiana, Ohio, and Kentucky** area offices have executed over \$3 million in overhead and underground **Rural Utilities Service (RUS)** and **fiber to the home** work this year... **Minnesota, Wisconsin, Illinois, and Canada** area offices are installing hundreds of miles of aerial and buried fiber and copper cable for multiple communications companies...

The **Railroad Mounted Cable Plow** is installing 132 miles of conduit in Canada... **Illinois and Wisconsin** offices are bidding multiple RUS and telecommunications projects... **Power** is undertaking several high-level projects in **Michigan, Tennessee, and Chicago** under three separate multi-year contracts and is hiring and training dozens of new workers

each week on H&M policies and procedures... **Thomas (Tommy) Williams** (Director—Southeast Operations) has been appointed to the **Florida Telecommunications Industry Association Board**, as a Director representing suppliers.

West Region News

Yeehah! It's a Rope Splicin', Rescuin' and Climbin' Rodeo, Pardnuh

West Region's First Annual Lineman's Rodeo, emphasizing safety, technical skills, and teamwork, was held July 9th at the **Perris** yard in Southern California. The contest drew four teams, plus four apprentices, representing our best and most qualified people.

Our linemen are required to master a wide array of skills while meeting the trade's intense physical demands with a total safety focus, an acute sense of concentration, and a knowledge of electric distribution systems.

Event judges were three invited staff members of **Southern California Edison Company** and an H&M representative.

In the **Egg Climb**, linemen race to the top of a utility pole and back with a whole raw egg on their person. They have to be at once swift and stealthy to keep Humpty Dumpty together.

The **Hurt Man Rescue** competition is the most dramatic. Designed to simulate a pole-top rescue of an injured lineman, contestants are judged on safety, speed, and procedure. The event requires linemen to climb to the top, secure a mannequin with a rope, and safely lower it to the ground.

Of the four crews, Team 2 took first place in the individual Hurt Man Rescue and Egg Climb. An apprentice took first runner-up in all categories, while Team 3 took first place in both the High Voltage Elbow Make-Up and Rope Splice events. Teams 2 and 3 also shared slots in the Best Overall Team category.

At press time, the winning teams and the apprentices were slated to represent

Rope Splicing, Hurt Man
Rescue events



H&M at the national **22nd Annual Lineman's Rodeo**, held September 17, 2005 in Overland Park, Kansas, competing with hundreds of line crews from all over the country. Yeehah!

Corporate News

H&M's **12th Supervisor Academy** was held at Corporate Headquarters in Blue Bell in June. This intensive week-long program provides our most valuable assets—our people—with ongoing training on core business practices relative to safety, information management, performance systems, legal, project management, equipment, and financial subject matter. Workshops in job tracking and leadership, and group networking round out the program, which has included 224 supervisor participants since its debut in October 2000. The **Customer Roundtable**, which has included 64 customers from 37 different companies representing our various lines of business since its initiation, is a featured component of each Academy. This interactive forum facilitates face-to-face, open dialogue between supervisors and customers and aligns our delivery of quality service with customers' expectations... **The Project Management (PM) Challenge** addresses the

of our more than 80 offices

Roundup



IEG News

The Henkels & McCoy Infrastructure Engineering Group (IEG): Is currently one of the contractors providing feeder and distribution design of **fiber to the home** for a large telecommunications provider... Is designing upgrades to emergency radio systems for several counties in Virginia for a leading manufacturer of radio equipment, including radio systems used by police, fire, and emergency management personnel. The project includes structural, mechanical, electrical, and architectural designs... Is participating in **Duquesne Light Company's** five-year program by providing the design of infrastructure improvements to the power distribution system throughout Pittsburgh... Is providing site acquisition support and detailed design of a 69kV/138kV transmission line for the **Choptank Electric Cooperative**... Is utilizing the latest transmission and distribution design software for the power industry. PLS-CADD,™ PLS-POLE,™ and TOWER™ allow for the cost-effective design of new transmission and distribution lines and modification of existing lines... Congratulations to IEG for engineering the K22 cooling water system piping project that won an award from the Mechanical Contractors Association of Greater Kansas City for **Outstanding Piping Installation for 2005**. The award was presented to **Rand & Son Construction**, piping contractor for the **CertainTeed Corporation**... The **IEG Safety Committee** has completed its Safety Value Self-Assessment and Safety Action Plan. The Safety Action Plan will result in improvements to employee training and safety meeting content, the institution of a Quarterly Safety Newsletter, and regular safety audits... IEG staff maintains professional registration in many states throughout the country... In the past year, the group has opened **new engineering offices** in Pennsylvania (Norristown, York, and Pittsburgh) and Texas.



growing customer demand for project management skills and systems. **Skills training** consists of online courses leading to **Associate's and Master's Certificates in Project Management** from George Washington University (GWU) and hands-on applications allowing participants to manage actual projects in competitive, complex simulation-based training.

The online portion of the skills training program currently has over 100 participants. Congratulations to the following employees who have recently been awarded the **Associate's Certificate in Project Management** by GWU: **Jim Burns, Tom Clothier, Bryan Ellis, Nick Ficca, Don Foster, David Frazier, Rick Gilliland, Robert Murin, Ricardo Naranjo, Jim Rudolph, Trish Toto, and Roland VanZanten**.

The PM Challenge requires the development and consistent application of PM practices to achieve optimum project performance. To this end, we are well underway with the rollout of our **PM Methodology systems training**, which combines industry standard and internal PM best practices in a single integrated standard. As of mid-August, over 100 executives, directors, and project managers have received training through this initiative.

For more information, please contact Kathy Mills, H&M's Director of Training at 800-523-2568 x7779 or e-mail her at kmills@henkels.com

NSS News

H&M's Network Systems & Solutions Division (NSS) moves into the next fiscal year with significant project work behind it and promising opportunity on all fronts. As has been the case since 1999, NSS' involvement in the **Pentagon Renovation Project** has been a major highlight, both from a company-wide and an industry-wide standpoint. Managed by the **Washington Capital Region** in **Lorton, Va.**, H&M crews have been 100-150 strong while working on Wedges 1 and 2. Wedge 2 will be completed in September, with Wedge 3 slated to begin in the first quarter of calendar year 2006. Engineering changes to Wedge 2 look to keep H&M technicians on-site through the end of 2005... Utilizing management and project management from its base in **Kennesaw, Ga.**, **Division 04A** successfully completed Phase I of **HealthSouth's** major build in **Birmingham, Ala.** This project, a teaming effort with **Siemens Communications**, included the design and installation of various systems, including voice, data, nurse call, and paging. Senior Project Manager **Mike Chambers** managed a local labor force that they plan to utilize again when Phase II begins in October of this year... **NSS Division 04B** in **Montgomeryville, Pa.** continues to provide support at **Citizens Bank Park**, the baseball stadium in **South Philadelphia**. Division 04B was responsible for the initial cabling during construction from 2002 to 2004... The **National Accounts (NA)** team continues to service customers in a wide range of vertical markets on a daily basis. New customers include **Citizens Bank, Granite Telecommunications, Panera Bread, and Ferguson Enterprises**. NA continues to uphold its reputation for excellent and reliable performance for longer-term and multi-year customers like **Circuit City, Chubb Insurance**, and other large corporations. In the past year, NA initiated a service model that provides service through two channels; simultaneously incorporating the talents of account managers and delivery teams, National Accounts looks to become an even more dynamic customer resource for technical expertise and project execution... The **Training Services Department** continues to significantly impact the lives of many youths throughout the country. Most notably, a total of 42 high school aged program participants earned their GED through their enrollment in **H&M Training Service** programs in **Polk County, Fla.**



Photos: (left) Project Management Office (PMO) attendees in a scheduling exercise during a breakout session at Corporate Headquarters in Blue Bell. For more on PMO, see related article, next page.

Contractor Proud to be a Lineman

The biggest change has been the increased involvement by contractors in our customers' daily maintenance work

By Mike Cardell, Henkels & McCoy, Inc.

The power industry has evolved a lot since I started in 1970. My first job was trimming trees in the Northeast. That progressed into the apprenticeship for Outside Linemen in the mid-1970s, when I became a certified journeyman lineman. Since then, I have worked throughout the Eastern United States, specializing in distribution, but I've also done storm work, routine maintenance, line construction, reconductoring and transmission.

From a contractor's point of view, the biggest change I have seen has been how we are involved with customers' daily maintenance. Twenty years ago, the contractor didn't get that involved with doing things like permitting and tagging the system. Now, customers are sending us (contractors) to their permit and tagging schools.

Safety and Respect for Work

I think the biggest trend over the years has been the ever-increasing emphasis on safety. We have always stressed safety, but today you just can't stress it enough. And along with that has come more respect for the work we do. You do the

best job you can, as safely as you can. When a job is done, it's nice to step back, be proud of what you have done and know that nothing happened, no accidents.

The most unique thing I've seen was in the early 1990s during a severe ice storm near the Canadian border. As I recall, we had spent the night in our trucks because of the black ice on the roads. The next morning, as we started to drive north into Canada, the ice buildup on the lines caused a double-circuit transmission tower to crumble right in front of us. When that tower came down, it created a domino effect with towers crumbling one after another as far as the eye could see. We just sat there and watched them fall. I was totally in awe and the damage... the damage was unbelievable. That was something to see.

I'm really proud to be a lineman. There's so



Mike Cardell: "I'm really proud to be a lineman. There's so much satisfaction in this type of work, especially restoration."

much satisfaction in this type of work, especially restoration. It's gratifying for a person to thank you for restoring their power that had been out for days. I can't think of a better trade to be in.

From T&D World, September 2004. Reprinted with permission of PRIMEDIA Business Magazines and Media, Inc. Copyright 2004. All rights reserved.

As H&M's Project Management Office initiative evolves, we asked the PMO leadership to briefly explain the ongoing process and the philosophy behind it

Project Management Office Q&A

What is the driving force behind H&M's Project Management initiatives at this time?

The main driver is our customers' expectations. In recent years, customers have relied on us to provide an ever broadening scope of services, take on greater responsibilities, and perform functions that in the past were performed by the customers' staff. As customers have reduced the size of their organizations, they have looked to Henkels & McCoy to perform larger and more complex projects, take on more of the back office functions, and step up our level of project management.

We also recognized that Henkels & McCoy must meet the Project Management Challenge in order to meet customer needs and expectations of higher productivity and to continuously improve safety and quality performance.

What model are you utilizing to plan and implement your Project Management efforts?

The Henkels & McCoy Project Management Methodology (HM-PMMM), the processes and procedures that have been developed for the management of our projects, is modeled on the *Project Management Body of Knowledge (PMBOK®)* of the Project Management Institute (PMI®). With this as

a baseline, a group of 35 managers from across the company's lines of business designed the process flow that incorporated and aligned Henkels & McCoy's best practices and many elements of the PMBOK for each project stage.

The Project Management Institute and its PMBOK are widely accepted as a standard for project management in many industries, including the construction industry.

It is important to recognize that many of the processes and procedures that are defined in the HM-PMMM have been a part of the project management services we have performed for many years. The new methodology formalizes these practices and makes the results more predictable and repeatable.

What do you see as the advantages of a customized, H&M-specific program as opposed to a more generic, pre-packaged one?

There are several decided advantages. The HM-PMMM is tailored to Henkels & McCoy and the work we do. Just as a custom-made suit would be expected to fit better and last longer than a generic off-the-rack suit, the HM-PMMM is a better fit for our organization and will allow us to perform better.

We were also able to make the HM-PMMM practical. Where possible, multiple project-related

forms were consolidated into a single template for the project manager to use. The approach also incorporated our existing business systems. The HM-PMMM was developed with the input of managers with extensive field experience, which has facilitated the rollout to the organization.

What aspects of the Henkels & McCoy/customer relationship will be impacted the most as the Project Management initiative evolves?

Communications with customers will probably be the area of greatest impact. Some of the tools being used for scheduling and project status reporting provide our customers with a clearer picture of project progress and an awareness of any critical issues farther in advance so they can be addressed proactively, so as not to become an impediment.

One outcome of the Project Management initiative will be increased customer satisfaction resulting directly from improved performance.

What tangible benefits can customers expect to see as the program evolves?

Henkels & McCoy has a great record for performance. Project Management integrates Safety, Quality, and Productivity to result in an even higher level of performance. Customers will see this performance not only in the field, but in timely and accurate communications, adherence to the schedule, compliance with the contract, and thorough project documentation.

Continued on back page



Photo: Courtesy of Chris Moore, The Item, Sumter, SC

STORM RESTORATION:
Help is on its Way!

Worth 1,000 words: Convoy of H&M vehicles southbound during 2004's savage hurricane season. At press time, 2005's Hurricane Katrina was battering the Gulf Coast, and once more, H&M trucks and employees rolled south to meet the challenge.

The 2004 hurricane season proved to be a testament to Mother Nature's awesome power as it brought about mass destruction and damage to local communities in Florida, Alabama, Mississippi, and Louisiana. Approximately 12-15 storms reared their ugly heads, with four of them becoming major hurricanes which hit landfall. These storms (Hurricanes Charley, Frances, Ivan, and Jeanne) wreaked considerable havoc within a relatively short time frame, leaving communities with little time to prepare for the next hit. Millions of customers were left without much-needed electricity and other amenities. Henkels & McCoy, as well as other contractors and utilities from across the country, assembled crews and quickly responded to the public's needs in force.



H&M's offices in Florida and Mississippi were in the thick of things, literally, and were dispatched to offer help to various utilities. These offices themselves were sometimes without power but managed to continue to help the public.

The Florida office in Wellborn delivered fuel and generators to utility companies, while crews from our Central and East regions were dispatched to make the long trek to Florida to help with power restoration.

Tommy Williams, Director—Southeast Operations, Wellborn, Florida, said, "The public is very receptive and happy to see our power

and telephone crews, because they are without power and service, especially during such a difficult time."



As H&M crews begin work, they face scenes of devastation and misery.

Sample letters to the "boys in the yellow and white trucks"

"Who do I write to thank for coming to our rescue in Florida? A convoy appeared out of nowhere and they stayed until we had power. I want to thank every one of them and I did the best I could. I just want you all to know how much it meant to my husband and myself that someone would come down and do this for us in such a devastated area. It is most appreciated and we will never forget Blue Bell, Pa.! Thank you all from the bottom of our hearts and God bless you all!"

"After Hurricane Frances, our neighborhood was without power for six days. We only have a one-line connection here so if anything happens, everybody is out. We can't express our gratitude sufficiently enough when we say "thank you" to whomever fixed our power. All we know is the trucks said "Blue Bell, Pa." I have never heard of the place... we do know that a bunch of people in Pennsylvania decided to come help out the folks in Florida and we sure are grateful."

"Just a note of thanks for sending your crews down to Central Florida after Hurricane Jeanne. Your guys have been working tirelessly in the South Brevard County area and have done an outstanding job. We have a home (with substantially less roof than we had before) on US Highway 1 in Micco and had power restored even more quickly than after Hurricane Frances, although it appeared to us that the damage to poles and lines was more severe (this time). It is such a morale booster to have electricity available and certainly makes our attempts to clean up the mess much easier. We will always be grateful to the boys in the yellow and white trucks from Blue Bell—please let them know we thank them very much and they are our crew of choice if Mother Nature decides to hit us with a trifecta."

"I would like to thank you for sending your people to the northwest part of Florida... I know how long it took your men to get here. I would like to thank your company again for spending the time and effort it took to get us up and running again. Hope your employees have a safe and pleasant holiday."

"I live in Stuart, Fla. and at 4:00 p.m. today your men turned my electricity back on. They made sure we all had electricity in the neighborhood by checking up and down the street. Thank you, thank you, thank you."

Editor's note: Items may be edited for conciseness. To read more hurricane letters from Florida residents and view more photos, we invite you to visit the following web site:
<http://www.henkels.com/corporate/prhistory.asp>

Preparing for Careers

The Eastern Center for Arts and Technology was founded as a technical school in 1966. With a campus based in Willow Grove, Pa., Eastern serves nine surrounding school districts and trains young people in communications, computer science, engineering, electrical technology, construction, accounting/finance, automotive, culinary arts, cosmetology, and much more. In addition, the school offers a Summer Fun program for grades seven through nine where the children are introduced to the school's curricula and have an opportunity to evaluate courses and choose a field of study.

At the end of each school year, Eastern recognizes graduating students' achievements and success in an awards ceremony. Henkels & McCoy has been honored to support a program at the school for the past five years. This year, Henkels & McCoy was pleased to make an award presentation to **Brian M. Christy**, 18, of Upper Moreland High School and to **Barry M. Johnson**, 18, of Abington High School for their hard work in Electrical Technology courses.

Pictured with H&M's Chief Electrical Engineer **Mike Misra** (Infrastructure Engineering Group), Brian (center) received an electrical test meter while Barry (right) was awarded a professional electrician's tool belt.

Congratulations to Brian and Barry, and best wishes for career success.

For more information on the Eastern Center for Arts and Technology, visit <http://www.eastech.org>



PMO Q&A

Continued from page 6

How can I learn more about Henkels & McCoy's Project Management initiatives?

Henkels & McCoy has established the company Project Management Office (PMO) and PMOs in each of our regional operations groups. Additional information is available through the PMOs listed below.

PROJECT MANAGEMENT OFFICE

215-283-7917/FAX: 215-283-7939

Direct Ext. (215-283-)
Dan Pigott, V.P., Project Management 7556
Jeff Clymer, Director 7983
Paul Micarsos, Senior Scheduling Engineer 7445

REGIONAL PROJECT MANAGEMENT OFFICES

CENTRAL REGION

Jason Butts, Director: 574-264-1121 x303

WEST REGION

Paul Viggiano, Director: 503-255-5125 x103

EAST REGION

Jim Burns, Director: 215-283-7832

NETWORK SYSTEMS & SOLUTIONS (NSS)

Tom Clothier, Director: 215-367-1872

NSS GOVERNMENT GROUP

Kevin Carney, Director: 215-367-1889

Henkels & McCoy 50 Years Ago...

In 1955, H&M employs over 1,200 people in 31 states operating from six branch offices. The company does work for 14 power companies and 23 telephone companies, from Missouri to Florida. Projects this year run the gamut, from bituminous paving for school districts to the installation of a modern telephone system at the Lajes Air Force Base in Terceira Island, Azores.

For more than 80 years of company history, visit our [Timeline](http://www.henkels.com/corporate/timeline/Timelinehome.asp):
<http://www.henkels.com/corporate/timeline/Timelinehome.asp>

Performance

IN THIS ISSUE

Casino Expansion Generates Diverse Construction Needs

H&M crews commune with nature even as they prepare a site for development in Arizona's high country.



FEATURES

- Storm Restoration: Help is on its Way!
- Mike Cardell: Proud to be a Lineman
- EEO: It's a Matter of Respect
- Project Management Office Q&A
- H&M People: Meet Bill Mattiford

DEPARTMENTS

The View from the Fourth Floor, Regional Roundup, Safety Update

PLUS...

- Performance Newsletter Returns with New Focus
- Supervisor Academy Increases Performance
- Timeline

MORE!

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