

## An Extraordinary Project

**Despite very special challenges, the Dauphin Island Transmission Line Replacement went like clockwork**

Located off the coast of Alabama, Dauphin Island is a barrier island surrounded by the Mobile Bay, Mississippi Sound, and Gulf of Mexico. Due to its precarious, ever-shifting geography, this island of some two thousand residents has seen its share of hurricane damage over the years, having recently taken severe hits from Hurricanes Ivan and Katrina in 2004 and 2005.

In an effort to bolster Dauphin Island's sole power feed before the height of the impending storm season, Southern Company Transmission in Alabama contracted Henkels & McCoy (H&M) to perform a 46 kV transmission line structure replacement on five wooden poles in Dauphin Island Bay.

"We wanted to strengthen that system," explained Transmission Lines Supervisor Marcus Givan, "[and] felt that concrete poles would be better suited for that type of environment."

Having executed various transmission, distribution, and live-line maintenance jobs in Alabama over the last seven years, H&M was selected as the prime contractor for this project. Work began on June 12 in the waters of the bay near the causeway. According to specifications, a two-day outage was scheduled for the entire island. "It's pretty rare that we... have an extended outage for two consecutive days on that large number of residential customers," said Givan. As soon became evident, this initiative would be a unique venture for everyone involved.

"This is not a type of work that we do every day," Givan acknowledged. H&M General Foreman Keith Herrington, who worked on one of the barges, expressed similar sentiments: "No sir," he said with a chuckle. "It was definitely out of the ordinary." Because the task entailed both a scheduled outage and a reliance on working around the tide to set the equipment, general preparedness was crucial. Doug Welford, H&M Power South Manager, held several meetings with Givan regarding the scope of work. Herrington also made preliminary surveys of the site with Randy Goforth, H&M's General Foreman on the

second barge. Remark- ing on the considerable efficiency of the project, Herrington said, "We had enough lead time on it [that] we were able to go out in the boats and look at exactly what we wanted done... Fortunately, we got a good crew and they were able to understand exactly what had to be done, and it just went like clockwork."

Scott Bridge Company, which supplied the barges and tugboats to get everything into place, was also instrumental in the job's early stages. "We were impressed with [their] planning," Givan reflected. "Just the questions that they asked and their focus on safety really stuck in my mind."



**Poles seemingly march from the sea to the distant Alabama shore as H&M crews, working from barges, complete the change out.**

Photo Courtesy of Southern Company Transmission

As it turned out, the act of obtaining barges was a challenge in itself—those that survived the storms of last year were (and still remain) in heavy demand for the continued restoration work in the Gulf region. The low tide on the first day of the project posed

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**First Henkels & McCoy National United Way Campaign is a Resounding Success**

## Thanks to H&M People, It's Working

The 2006 United Way fundraising campaign was a laudable success and is further evidence of the generosity of Henkels & McCoy's people. Our goal of \$100,000 achieved through payroll deductions was reached on June 27, less than six weeks after the campaign officially began.

H&M Corporate has a long history with the local branch of United Way (United Way of Southeast Pennsylvania) just as many of our field locations may have long-term relationships with their local branches of United Way. However, the 2006 campaign is the first national fundraising campaign conducted for United Way by Henkels & McCoy employees.

Successes like this one do not occur in a

vacuum, of course, and many H&M people were involved in planning, launching, and administering this success story which

began more than six months prior to the May 19 Kickoff.

This year, Henkels & McCoy President and Chief Executive Officer Rod Henkels wanted to make our contribution to United Way a truly national effort and called for the involvement of

all H&M Regions and Divisions, from New England to Hawaii.

To administer the project from Blue Bell, Rod asked Sherry Scandone, our ever-cheerful, can-do Disbursements Manager. Rod picked Sherry because she exhibits a sunny attitude toward her work

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**Left to right: Katie Smurr, Emilia Salinas, Shaunta Cunningham and Melinda Robinson of Central Region's Pataskala, Ohio office raise their arms in triumph at their United Way Yard Sale, held May 19.**

## New Performance Management System Coming This Fall

Effective performance is a cornerstone of success at Henkels & McCoy. We recognize and value our employees as our greatest asset, and we entrust our managers with the responsibility of managing people.



To support and enhance our performance management process, we are introducing a new software program and evaluation forms that will be used for ongoing performance management as well as a new annual evaluation process. The new forms provide flexibility for different needs by establishing position-specific *Major Job Elements* as well as detailing those *Performance Factors* and *Competencies* required for employee success.

As People Services Director Kathy Mills states, "Effective performance management supports employee success by guiding performance to meet the needs of the department and the strategic objectives of the organization. Our managers received training in the principles and practices of effective performance management. The training emphasizes that good performance management is more than just an annual review; rather, it's an ongoing process of communication between a supervisor and an employee that occurs *throughout the year*."



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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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## Letters

# Pride, Professionalism, Gratitude

**Editor's Note: the following e-mail messages concerning our crews were received from Southern California Edison (SCE) and are reprinted with their kind permission.**

March 24, 2006

To: Philip Nelson, Roger Schultz, Jeffrey Kennedy, Nick Savala (all of Southern California Edison) and Dennis Hassett (Henkels & McCoy)

I am recognizing the H&M crews of Jeremy Hessler and Alton Thurston along with the Herman Weissker crew of Richard Munoz, for excellence in safety, production, innovative ideas, and professionalism. The projects they are completing are very diverse and out of the norm for powerline construction. Each project is different within itself yet these men pull together and work out each circumstance with pride and professionalism.

Yesterday the men had to replace a run of primary underground cable that was encased in two feet of concrete only to find the conduit inside was not of the norm. They pulled together and rigged properly and replaced the cable, restoring the customer service within the limits of the outage.

This also saved the SCE company a large sum of money by not requiring installation of new conduit shoo flys guards and outage time for the customer.

I appreciate all that these men are completing and I want you to be proud of the professionalism they display.

Bill Wiggins, Project Manager, San Jacinto Region

To: Pete Moriarty; Jim Dillahunty; Michael P. Crocker  
Subject: Kudos to Your Crew That Supported South Bay on July 4, 2006

I wanted to extend my gratitude to each of you for the crew that assisted the South Bay district on Tuesday, July 4, 2006. I have received nothing but praise from the supervisors on how well this crew worked together with SCE supervision to make repairs in a safe and timely manner. I have listed the gentlemen's names below so you can pass on our thank you to each of them: Porfirio Garcia - Foreman; Jim Foster - Lineman; Bob Henderson - Lineman; John White - Lineman; Jim Wilmingham - General Foreman.

I look forward to working with these gentlemen again in the future.

Ron Barger  
District Manager, South Bay/Regional  
Resource Planning and Performance Management Manager  
Metro West Region



## H&M Timeline: 1962

Henkels & McCoy completes the construction of a microwave tower in Chile. Other crews are busy repairing an electrical distribution system at Lajes Field in the Azores and expanding the capabilities of the Puerto Rico Telephone Company... Also this year, Henkels & McCoy will open a telephone equipment rebuilding shop in Elkhart, Indiana (now Central Region headquarters) to aid in the modernization of phone systems (photo). As a result of this successful operation, Henkels & McCoy begins telephone equipment installation, starting with projects for Graybar, in Los Angeles, California... Jack Henkels, founder of Henkels & McCoy, becomes Chairman of the Board. Andrew Lewis succeeds him as President, and Paul M. Henkels is Executive Vice President... Henkels & McCoy's clients include Sun Oil, Texaco, Shell Chemical, Pennsylvania Railroad, Owens-Corning, US Steel, RCA, Reynolds Metals, General Electric, Purex Company, and Boeing, among many others...

**For more on the 1960s and to discover more than eighty years of company history, visit our Timeline:**  
<http://www.henkels.com/corporate/timeline/Timelinehome.asp>

# Information Overload

by Bob Delark and Joe Paulits

Everyone is feeling the effects of the increase in paperwork due to the many complexities in today's business environment, and at times it seems overwhelming. Most of us are familiar with 9/11, the Enron and WorldCom bankruptcies, and the effect these events have had on our personal lives. Some have lost loved ones, have family or friends serving overseas, or have seen their retirement nest eggs shrink as a result of the many business scandals. However, many of us do not realize how these events have impacted the way Henkels & McCoy and our customers conduct business. Some changes are the result of new regulations, but others are just part of the natural evolution of our business.

The following question-and-answer session between an anonymous person from Operations, Bob Delark, and Joe Paulits pokes some fun at the situation. But it also sheds light on why the changes were made and their effect on today's business environment.



**Robert J. Delark, Vice President, Chief Financial Officer (left); Joseph V. Paulits, IV, Director of Accounting/Treasurer**

**There is a perception in the field that paperwork burdens are increasing in all aspects of our operations. Do you agree with that assessment?**

**Bob:** Absolutely. And the funny thing is that there is really no need for it. It's just an arbitrary corporate directive to make life miserable for Operations personnel.

**I'll assume you are just kidding. What are the real causes?**

**Bob:** Yes, I was kidding, but I know it must feel that way on occasion. Actually there are quite a few causes, including 1) SOX, 2) other federal and state legislation, 3) an increasingly litigious society, 4) heightened security concerns, and 5) deregulation of our utility customers' businesses.

**What is SOX?**

**Joe:** The Sarbanes-Oxley Act. That is federal legislation that was enacted a few years ago in response to several high-profile corporate scandals. The law imposes significant administrative burdens on publicly traded companies to ensure that they have adequate internal controls over financial reporting. The law is intended to protect the stakeholders in these companies, but it ends up resulting in additional paperwork for us.

**But H&M is not publicly traded.**

**Bob:** That is true. The law does not apply directly to H&M, but it does to most of our customers. We see the most impact directly in the approval process for work performed by H&M. Our customers have had to implement complex systems for requesting work, processing invoices, and approving change orders. If we don't adapt

to changes in their processes, we don't get paid!

**Can't we just find new customers that are not so demanding?**

**Bob:** That would be great, but not realistic. The vast majority of our customers are publicly traded and subject to the new regulations.

**What are some examples of the other federal and state legislation you referred to?**

**Joe:** One common complaint we hear is that the new-hire process at H&M is extremely time-consuming and cumbersome. But virtually every piece of paper in that package is required to comply with some law, whether it's for the Department of Transportation, the Internal Revenue Service, the Immigration and Naturalization Service, or the Department of Labor. New security requirements as a result of 9/11 add even more complexity. We've also had to increase paperwork requirements to ensure that we comply with IRS requirements on per diem payments and reimbursed expense reports.

**I think everyone would agree with you that we live in a very litigious society. How is that creating more administrative work for H&M?**

**Joe:** Unfortunately, the days of doing business on a handshake are long gone. Sometimes we are involved in litigation, and we have to do everything we can to preserve our contractual rights. As a result, comprehensive contract review has become a necessary evil. We have to pay very close attention to insurance and indemnity clauses, billing and change order processes, liquidated damage provisions, etc.

In addition, most contractual provisions flow down into our sub-contracts. We must place more emphasis on ensuring that we have proper contracts and insurance certificates in place from our subs. And it is critical to document everything because it is essential in the event of a dispute.

**What are the customer requirements that are requiring more administrative effort?**

**Bob:** Satisfying our customers has always been our primary focus. The first changes we saw were in the billing process. Our customers wanted additional coding added to our invoices so they could be allocated directly into their accounting systems. Deregulation in the utility and telecom markets added even more pressure as our customers sought to reduce their costs. We are now required to add more back-office services and supervision with little or no increase in prices. Another consequence of deregulation is the reduction of our customers' workforce. They now look to H&M for more than just construction expertise. We must be up to the challenge of designing and executing increasingly complex projects. That is really the genesis of the H&M Project Management Challenge. The PM Methodology is a structured approach that requires substantial documentation, but the benefits are evident in our business results over the past two years.

Finally, our customers require us to track our work. This is true even for our cost-reimbursable work. Our customers want to see that they are getting value, and we should view this requirement as an opportunity to differentiate our services and show our productivity. Even though H&M has long preached and practiced proper

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# Thanks to YOU!

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and coworkers and embodies the H&M spirit.

In turn, Sherry recruited Joanne Antrim, Disbursements Supervisor; Mindy Wilson, Auditor; and Christine Howard, Payroll Disbursement Clerk. These four were responsible for distributing contribution forms, entering the completed forms, administering pledges, interfacing with United Way, and much more.

On the Regional level, the following good folks volunteered to administer donations and pledges: East Region: Karen Kaltenbacher (Blue Bell, Pa.), Bonnie Baer (York, Pa.), and BetteAnn Burr (Burlington, N.J.); Central Region: Denise Landis (Elkhart, Ind.); West Region: Emily Schwartz (Portland, Ore.); and Network Systems & Solutions' Susan Ross (Montgomeryville, Pa.).



## Higher Profile Sparks Greater Involvement

It was determined early in the planning for this year's campaign that communication with employees would be key to the success of the drive. Previous campaigns were examined and it was decided that it was time to put FUN into fundraising. At Corporate, the heavily publicized Kickoff Barbecue consisting of complimentary food, beverages, and dessert served by local caterers saw a near 100 percent turnout. Ken Silvius of the Southeast Pennsylvania chapter of United Way addressed employees after opening remarks by Rod Henkels. After lunch, custom-made "Thanks-a-Lotta Chock-o-Lotta Bars" were available for munching. There

were raffle drawings with participation level determined by amount donated annually (\$50 per raffle ticket, with bonus tickets for larger donations). The raffle prizes included five Apple iPod personal music systems and Philadelphia Phillies baseball tickets,

**Mindy Wilson took one for the team May 19 when she wore a sandwich board poster around Corporate HQ to remind folks to attend the kickoff.**



evenly split between premium seating in the Hall of Fame section and luxury box seats in the prestigious Diamond Club at the new Citizens Bank Ballpark. Incidentally, H&M's Network Systems & Solutions (NSS) group installed the data and communications systems at the stadium.

Following the kickoff event, a thermometer-type fundraising poster was displayed prominently at headquarters, updated as donations flowed in and as returns were posted. A dedicated Web page on H&M's Intranet Web site also showed weekly progress in the Regions. The site also contained some candid fundraising snapshots and a link to a humorous PowerPoint show of photos taken during the kickoff party. H&M Central's homepage featured a United Way logo, teaser text and links, plus a ticker tape-type display of pledged funds, updated weekly.

## Regional Efforts Yield Big Results

East Region and NSS HQ employees, located on or near the Corporate campus, attended the May 19 kickoff and were able to springboard their drives from the kickoff event's publicity. At Central Region headquarters in Elkhart, Ind., a flea market was

held with all proceeds benefiting United Way.

West Region held a raffle drawing for its donors with more than \$1,200 worth of local restaurant gift certificates and other goods donated by local vendors, all thanks to the efforts of Administrator Donna Ruckel. Pledging employees received raffle tickets. Prior to the event, Carolina Garcia-Perry, Resource Development Manager for Inland Empire United Way, visited San Dimas HQ on May 25 to attend a get-together with employees at which coffee, juices, muffins, and sweet rolls were served.

Prior to the opening of the campaign, Central Region's Vice President, Mike Jordan, threw down the gauntlet, challenging all Regions and Divisions to a fundraising contest. This was the first year that the Central Region participated in a United Way campaign, and the results were nothing short of remarkable. Educating employees was a key component of its success. Some Central Region offices had United Way speakers visit to explain the benefits of donating while others received flyers from United Way



## Dauphin Island

Continued from page 1

a dilemma when it came to getting one barge into position. As Givan recalled, "After Hurricane Katrina, the tide was so low that the barges kept getting hung up... So when the barge got hung up the first day this time, it sort of brought back some bad memories of what had happened last year. But the thing that impressed me... is that [H&M] had a good plan and... knew that the tide was coming in high that next day. We waited out [the] night, the tide came in, and we were able to get it pushed off and in place for the second dead-end change out."

Since all work took place right in Dauphin Island Bay, the environmental factor was a major focus. Southern Company Transmission, H&M, and Scott Bridge made inspections prior to the start date, both to prevent any type of spillage and to avoid dredging up any possible oyster beds. "We work very closely with our environmental folks to safeguard against that," said Givan.

H&M's work on the Dauphin Island transmission line structure ended on June 14—four days ahead of the schedule's original target date. Initially, Goforth pointed out, plans accommodated working out the three tangent structures while the line was energized. Once Scott Bridge furnished H&M with an extra barge, however, H&M's two crews were able to work at the same time and complete everything within the two-day outage. Stated Givan: "By Randy and Keith getting with Scott and putting their heads together, we basically got five days' worth of work done in two days."

Reflecting on the project's smooth progression and ultimate success, Givan said, "I was very well pleased, not only with the work that was done and how effective it was as far as all the groups coming together, but also just how it was carried out so safely. We [were determined] that it was going to be done safely and effectively. It was a good thing that we were able to finish each day's work ahead of schedule. I was very proud of the way it all came together from all parties."



**Central's Wellborn, Fla. office raised the most money in that Region. Pictured are a few of the Wellborn staff with a special award, given in appreciation of their generosity. Central Region boasts four offices with 100% employee participation in the United Way Campaign for 2006.**

that were distributed to all employees. In Central's Wellborn, Fla. office, a United Way representative took two H&M employees on a tour of some agencies that benefit from United Way. This better educated our people so they could inform other H&M employees as to how donations would be used.

Central Region closely monitored progress in each office during the campaign, e-mailing and distributing tallies on a weekly basis. Everybody knew the score.

The Pataskala, Ohio, office held a flea market with goods donated by employees and offered for sale to the public, which netted some \$1,100. Central had four Operating Units (OUIDs) with 100 percent participation: 55E6 (Thonotosassa, Fla.), 55G4 (Chattanooga, Tenn.), 55G5 (Jackson, Mich.), and 55Z (regional headquarters office). In addition, the Wellborn office collected the most donations within Central Region with \$5,287 in pledges.

These five offices will be receiving awards recognizing their hard work and sacrifices. Central definitely "put its money where its mouth is," winning the friendly intramural competition with \$31,119 raised by its employees at press time. Well done, Central!

We congratulate everybody on their donations to our first national United Way Campaign and for meeting our \$100K goal. Because of everyone's generosity, people in need are being helped.

Thank You!

**According to the United Way Web site, in 2004-05, the United Way system raised \$3.86 billion in current year support... making it the "nation's single largest private charity." For more information or to find your local United Way, visit the following web site: [www.unitedway.org](http://www.unitedway.org).**

## Safety Update

# The Ideal Safety Program and Reality

by Bob Spellman  
West Region Safety Manager

Safety, as defined in a dictionary, means the condition of being safe from hurt, injury, or loss. We at Henkels & McCoy, Inc. have stated that Safety is not a priority in our business but a value. It carries all the weight of any segment of our duties or responsibilities, and it does not matter if we are the CEO or a laborer in the organization; we are accountable to that standard.

Accountability means being responsible and taking ownership of our actions. Clearly, we do not intend to get hurt or cause injury to others while doing our jobs. Good intentions, however, are not enough. Optimal safety performance results when the abilities of focused and dedicated employees are maximized. Henkels & McCoy has an ongoing, unequivocal responsibility to effectively plan, train, evaluate, and communicate in this regard. If the challenges associated with this commitment are great, so too are the rewards. Happy and confident employees and long-term customer relationships characterize a true win-win environment. Most importantly, everyone goes home safely at the end of the day.

Reality – a word which means, by one definition, the characteristic of being true to life or to fact. You knew this was coming. In reality, the synopsis given above is what we would really want things to be like. Oh, don't get me wrong, we are improving our grades (performance); however, we aren't "A" students. It isn't out of the question that we may get there, even be the valedictorian or "BEST IN CLASS" of our business. To do so will depend upon each employee at every level taking his or her responsibilities seriously and being accountable. There are words to describe success and failure. For instance, success can be identified in objective terms such as thorough new-hire orientation, qualification assessment, skills demonstration, initial and proficiency training, evaluation, and performance review. From these initiatives (proactive), a dedicated manager would assign an individual to an area of assignment where he/she has sufficient knowledge, qualifications, and skills. Following the assignment, follow-up evaluations would be made and consideration for additional duties would be determined. Of course, when these actions are not taken from the very beginning, the new employee may not understand the expectations required of him/her and possibly be assigned duties that he/she isn't qualified to perform. The employee is then put into a situation where exposure to an unknown hazard becomes a reality. The management systems have failed and our worker suffers. We haven't provided a safe and healthy workplace, and all the negative elements like increased costs, lower revenues, extended timelines, and degradation of our reputation occur.

The new employee needs to be honest with his/her new employer. Once an assessment is concluded, then the manager can outline a program to provide the necessary training and acquiring of knowledge and skills to help him/her perform the assigned tasks safely. The employee must also understand that his/her foreman isn't always watching from one moment to another and is depending on the employee to carry out his/her duties in a safe manner, just as he/she was taught, without taking shortcuts or being complacent. When safe behavior becomes instinctive, then we can feel safe and have that sense of well-being that is described in the ideal situation. When safe work practices are integrated into every facet or task it takes to do our jobs, we will have a safe and healthy environment to work in, and that will prevent incidents. If we eliminate the incidents, we will eliminate the injuries. That, in turn, creates a safe place to work, and that is really what we want—even more than profits and a reputation for being BEST IN CLASS.



# Regional Roundup

## East Region

*This report was excerpted from a letter sent to Henkels & McCoy, Inc. from Walter Foura, Senior Project Officer of Amtrak's Mid-Atlantic Division, relative to the 121 kV – 138 kV Cable Replacement Project currently underway at a B&P tunnel in Baltimore, Md. by the East Region's York, Pa. business group. The project is headed by John Donmoyer, Vice President, and Mike Weigand, Manager of Special Projects.*

The Oil-O-Static cable replacement project in the B&P tunnel in Baltimore, Md., has become a high-profile project. A project of this magnitude, complexity, and constraints has not been undertaken by any railroad or contractor (given the location, close work clearances to high-speed trains, window of construction time, and the age of the structure being modified). The start of the project required Amtrak forces to remove more than 13,000 gallons of oil from the transmission system prior to issuing notice to proceed (NTP) to Henkels & McCoy to start demolition of the old duct bank. Amtrak forces were required to complete 1,000 feet of the duct bank outside of the tunnel while H&M forces were tasked with the removal of the abandoned transmission cable, demolition of the existing duct bank, and rebuild of the new duct bank for the remaining 9,000-plus feet. To accomplish this task, H&M employed approximately thirty people continually on two shifts commencing at 10 P.M. on Friday nights through 5 A.M. Monday mornings, with an additional crew working weeknights to assure the project would be ready for scheduled weekend work.

Special Job/Safety Briefings are held at the beginning of each shift with all employees from H&M and Amtrak discussing the work scheduled, safety concerns, and protection being provided. Amtrak forces provide track and electrical protection utilizing approximately twenty-eight employees per weekend.

Weekly production meetings are also held by H&M Project Manager Dick Shope and Amtrak's Senior Project Officer Walter Foura with H&M and other Amtrak employees, to discuss any concerns related to the previous weekend work, upcoming work, and scheduling, including track and electrical outages that would be required. These weekly production meetings provide the necessary information required to keep this project on track and in continuous forward motion.

The successful outcome of any project is solely determined by the dedication, knowledge, and ability (and willingness to share these attributes) of the men and women assigned to that project. This is why our cable project has been successful!

## Central Region

Central Region is expanding into two new lines of business. The first is a wind farm in southern Illinois. Due to the increasing demand for alternative low-cost energy, this project represents an exciting and dynamic opportunity. 55D4 Special Projects will be providing labor and material to install the copper and fiber optic collection cable from inside the towers to the transformers. They will also be installing the cable from the transformers back to the substation. This looks to be a challenging but rewarding venture for H&M.

The second line of business is street lighting, signalization, and ITS smart highway work. Currently, 55G2 Power is working on a major parking lot lighting effort and several intersection signal projects. They will also be starting up the I-355 extension street lighting project, which is a multi-year program designed to ease traffic congestion around Chicago.

In other news, Mark Alan Crowson (below, right) joined H&M as Operations Vice President for the Central Region on June 5, 2006. Mr. Crowson's past employment includes twenty-three years at TXU, where he began as an engineer responsible for the design of substations and switching stations and advanced to various supervisory and managerial positions before ultimately becoming Vice President of Business Development. Mark brings to H&M a wide range of business experience and leadership skills within electrical transmission and distribution construction operations, as well as an exceptional customer service orientation. In his role as Operations Vice President, Mark will direct and coordinate the day-to-day operations activities of the Central Region. His assignment is to improve all aspects of regional Performance, adding value to our core capabilities. Mr. Crowson will support the strategic and tactical management of the region's lines of business, including project management, safety, and customer account management. Mark received his B.S. in Electrical Engineering at the University of Texas at Arlington. He is a member of IEEE and a past chairman of that organization.



Mark Crowson

He holds a P.E. in the state of Texas and was the past director of the Fort Worth Chapter of the Texas Society of Professional Engineers. Mr. Crowson will be based in our Lewisville, Texas office.

## West Region

In West Region, Tim Cloud, Area Supervisor-Show Low, Arizona, was recently awarded a project for Phase II of the Show Low Bluff Development worth \$5.1 million. The contract covers placement of water and sewer lines, grading, concrete, paving, and drainage for each lot. This phase is comprised of 55.5 acres with a total of 136 residential lots. The entire development will eventually cover 944 acres with both commercial and residential portions.

H&M's Northwest Telecom Operation in Marysville, Washington, led by Jarrod Anderson, Area Supervisor, was recently awarded a two-year contract for Bare Pole Removal for Puget Sound Energy (PSE) valued at over \$600,000 annually.

West Region Power Operations is pleased to announce the appointment of George Stockton as Program Manager for the newly awarded contract with Pacific Gas and Electric. George is supported by Mike Basinger – Distribution Superintendent, Wayne (Junior) Young – Transmission Superintendent, and David DeTinne – Civil Construction Supervisor. Under this multi-year agreement H&M will provide transmission, distribution, and civil construction services. PG&E has initiated

an aggressive program to strengthen their T&D infrastructure and H&M has been selected to be a primary service provider. To better support this program the West Region opened an operations center in Fresno, Calif. Current backlog includes over 70 miles of transmission re-conductor projects plus long-term work for up to 10+ distribution crews.

H&M welcomes the following employees to their new positions in the San Dimas office: Richard Reyes, Director of Engineering; Mike Hoss, Regional Quality Assurance Manager; and Jim Blacksher, Regional Safety Manager.

## Engineering

East Region Engineering purchased new equipment to offer better services to customers.

In addition to the software and field equipment for use with our electric utility and communication customers, new soft-

ware and equipment have been purchased to provide Wireless RF surveys and designs for our clients.

The recent purchase of an Ekahau Site Survey 2.2 gives Henkels & McCoy the ability to perform Wireless RF surveys. The survey application, when combined with a temporary Access Point (AP) and an adjustable fiberglass pole, provides an easy means of setting up an AP to measure Wireless performance in the customer's facility. This software produces a report that shows actual performance and RF propagation using a floor plan overlaid with color-coding. Dead or weak spots can be eliminated prior to deployment of actual equipment. The software uses a building floor plan to model AP placement and coverage in the design phase.

East Region Engineering and Network Systems & Solutions recently joined forces to use the Ekahau Site Survey tool at Henkels & McCoy headquarters and for a customer in Nashville, Tennessee. Design and deployment documentation was generated after the site surveys were conducted. One location within downtown Nashville consisted of multiple access points per floor for thirteen floors of a thirty-two-floor high-rise building. The second location was a four-story facility in Franklin, Tenn. to use as a call center. The two locations required a total of eighty-nine APs to guarantee coverage. The survey tool eliminated the need for multiple field adjustments after the initial deployment.



## NSS

"We train for careers. We don't train for training, per se. Our 100-plus people have a passion for what they do." It is that perspective that has Director Rick Sutliff's Training Services group (within the Network Systems & Solutions division) forging forward in more than twenty-five markets nationwide. Through Department of Labor funded programs, Training Services provides career development programs for in-school and out-of-school youths, disadvantaged adults, and other segments of the population. TechBridge, the group's flagship program, is as effective, scalable, and adaptable as any educational and career training program available.

Regardless of the region or the source of funding, programs follow the same multi-step cycle beginning with an assessment of an enrollee's skills, barriers, and educational history. H&M staff then develop a "prescription" for how to enable the

participant to overcome barriers through implementation of a specialized curriculum. Progress is monitored by a variety of pre- and post-test results that document attained skill level competency. The team's performance and success rates are closely scrutinized by their funding sources.

The Training Group knows its measuring stick. Says Sutliff, "Training Services is ultimately judged by how our students perform and how successful they become once they've graduated from our programs. Our people take pride in each enrollee's progress: every incremental achievement, every graduation, and every job placement. It's easy to get emotionally involved, but we can't afford to as that affects our ability to make the right decision on a case-by-case basis."

Delivering training in the locations that fit the customer's needs, Training Services transports all the required elements to where the training is needed and where the participants reside.

Training Services has provided out-come-based training programs to more than 75,000 eligible participants since 1981. This represents over 25 million hours of classroom training.

## Corporate

Henkels & McCoy and People Services Director Kathy Mills recently welcomed two seasoned professionals to the organization.

Rosemary Kurtz, Manager of Employee Relations, has an extensive background in Human Resources Management with an emphasis on Staffing, Employee Relations, Performance Management, and Organizational Development. She has worked in numerous industries



Rosemary Kurtz

including financial services, distribution, and telecommunications.

Rosemary's initial focus will include working with the Director to improve delivery of services and transition EEO and Diversity responsibilities back to the People Services Department.

Rosemary graduated from Chestnut Hill College with a Bachelor's Degree in Psychology. She earned her MBA from Drexel University with a concentration in Human Resources Management and has maintained her Senior Professional in Human Resources (SPHR) certification for more than 15 years.

James Boyle brings more than 30 years of Human Resources Management experience in Compensation, Performance Management, Benefits, and Employee Relations to the Compensation and Benefits Manager position. Jim's industry background encompasses engineering services and staffing, financial services, computer and systems maintenance, and telecommunications.

Jim will work with the Director to maximize our ability to be competitive and attract and retain employees as well as enhance the communications that increase employees' understanding of Henkels & McCoy's benefits package.

Jim graduated from LaSalle University with a Bachelor's Degree in Political Science and Business and has completed Compensation courses at Rider University and Certified Employee Benefit Specialist (CEBS) courses at the University of Pennsylvania.

Please join us in welcoming Rosemary and Jim to Henkels & McCoy.



James Boyle

## Grads Receive Tools of the Trade

Another school year has ended for the Eastern Center for Arts and Technology, located in Willow Grove, Pa. This technical school gives young people the opportunity to choose a field of study. It honors its graduating students with an awards ceremony. This year, students Steven Harp, Upper Merion High School, and Christine Dandridge, Cheltenham High School, (photo) were selected for the Henkels & McCoy supported award. The students received tools of the trade and were recognized for their hard work in Electrical Technology courses. Henkels & McCoy has supported the program at Eastern for the past six years. Congratulations to Christine and Steven!



## Information Overload

Continued from page 3

job tracking, we have to have systems in place to provide the flexibility to satisfy the information needs of both H&M and the customer. The H&M Work Order System provides that flexibility, but there is no escaping the fact that we need to dedicate operational and administrative resources to collect the necessary data.

Hopefully, we have been able to shed some light on why there seems to be such an increase in paperwork. The truth is that change has become a way of life. It was not too long ago that we didn't have e-mail, laptops, or BlackBerry devices, and yet now they have become indispensable tools to do our jobs.

Also, I hope we were able to dispel the belief that Corporate comes up with these new requirements just to make life miserable for Operations. If that were true, I am sure we could come up with something much more ingenious than including another form in the new-hire package.

So, whenever you feel frustrated with all of the new requirements, look at the bright side. Ten years from now you will be wishing for a return to the good old days and those good old days are actually here now!



### It's Trade Show Season!

The second half of Trade Show Season 2006 is upon us. Below is our schedule for Fall 2006.

#### October 2-3 LAMPAC Fall 2006

Loews Ventana Canyon Resort,  
Tucson, Arizona

#### October 2-6 FTTH Conference & Expo 2006

The Venetian, Las Vegas, Nevada  
Booth #108

#### October 15-19 ESMO 2006

Albuquerque Convention Center,  
Albuquerque, New Mexico  
Booth #535

#### October 22-25 Mid-America Telecom Showcase

Hyatt Regency Crown,  
Kansas City, Missouri

#### October 23-25 Midwest Telecom Expo

Grand Wayne Convention Center,  
Fort Wayne, Indiana  
Booth #80

#### October 31-November 3 KTA-TTA Expo

Holiday Inn University Plaza,  
Bowling Green, Kentucky

#### October 31 - November 1 2006 Asia-Pacific Homeland Security Summit

Hapuna Beach Prince Hotel, Big Island, Hawaii  
Booth #E3

## HENKELS & MCCOY Performance

A news publication of Henkels & McCoy, Inc.

### IN THIS ISSUE

#### An Extraordinary Project

Strengthening the water-borne 46 kV power supply to weather-prone Dauphin Island, Alabama, before the expected arrival of Hurricane Season 2006 was a complicated, but not impossible, feat of engineering and construction.



Photo Courtesy of Southern Company Transmission

### FEATURES

- Thanks to H&M People, United Way is Working Well
- New Performance Management System to Debut in Fall
- E-mail from Satisfied Customer Southern California Edison

### DEPARTMENTS

Management Message: Information Overload; Safety Update: The Ideal Safety Program and Reality; Regional Roundup

### PLUS...

- Timeline: The year 1962 sees projects in Chile, the Azores, and innovation expansion in the Midwest and Western United States.
- Trade Show Schedule for Fall

### MORE!

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