Hallen Construction

Construction Service Providers Approach
to Operator Qualifications
Hallen Background

- NYC Metro area based utility contractor.
- In business since 1927.
- Privately held, union shop.
- Primarily servicing the two largest gas/electric utilities in the NYC area.
- 90% of the work is gas distribution. 10% is gas and electric transmission.
- 260-380 Field employees.
- 12 month construction season, with a traditional winter slowdown.
Hallen E.H.& S. Mission Statement

To have the Safest, most Qualified and Productive workforce in the Energy Industry, providing Excellent value to our Customers and Employees.
Operator Qualification History

• 1992 Congressional Mandate, emphasizing the ability to recognize and react to abnormal operating conditions.

  – Intent of the Operator Qualification Rule
    • To ensure a qualified workforce
    • Reduce the probability and consequence of pipeline incidents or accidents caused by human nature.
    • Qualifications is an end; training is the means to that end.
    • Qualifications result from evaluations practical and written.
New Hire Training and Evaluation

• Employees come to all Contractors two ways.
  • Other Contractors:
    • Employees bring their experience with them.
    • Employees are usually a known commodity that still require evaluation, training and Operator Qualifications testing.
  • New Hires:
    • All New Hires have a three month probation period. During this time they are field training and “Trying Out” for the Team. After this period they attend classroom training sessions before taking their Operator Qualification Covered Task Tests.
    • Employee orientation, OSHA compliance, driver safety, ethics and sexual harassment training.
New Employee Hiring Process

- The new employee comes from the union hall or company contact.
- All employees are subject to operator-mandated background checks & PHMSA pre-employment drug testing.
- Upon screening clearance, employee is offered conditional position.
- Reports for duty after orientation and the field training begins.
Qualifications and Training Challenges for Contractors

- Unlike Utilities the Union Employees are not tied to anyone Contractor. After being trained and Qualified at a cost of $2K per employee annually, they may leave and work for another Contractor (many follow contracts).

- Divergence in utilization:
  - Utilities need “Jack of all trades” Their Mechanics can perform many Covered Tasks.
  - Contractors optimize utilization by moving employees to keep them performing specialized repetitive skilled tasks.
Qualifications and Training Challenges for Contractors

- Conflicting Customer requirements that do not always recognize the NGA Operator Qualification Plan:
- Redundancy in testing for the employee.
- May require retraining and requalification at different time intervals for the employee.
- Can result in inconsistencies in covered material and testing.
- Require Contractor employees to mirror the Utilities Job Titles and required covered tasks.
- Language Barriers.
Operator Qualifications Management and Reporting

Titles and Task Assignment, Training and Qualifying

- Employees are trained and tested by Title.
  - **Laborer B** (New Employee entry level): 14 Basic Tasks
    - Training is Three Months Field with Two Days in a Classroom.
  - **Laborer A**: 16 Basic Qualified Tasks
  - **Laborer A Service/Tie-in**: 31 Qualified Tasks
  - **Fuser**: 17 Qualified Tasks
  - **Welder**: 7 Qualified Tasks (Welding with NGrid/ConEd)
Operator Qualifications Management and Reporting continued

*Titles and Task Assignment, Training and Qualifying continued*

- Employees are trained and tested by Title.
  - Operator: 3 Qualified Tasks
  - Timberman: 14 Qualified Tasks
  - Supervisor: 3 Qualified Tasks
  - General Foreman: 20 Qualified Tasks
  - Labor Foreman Service/Tie-in: 33 Qualified Tasks
Operator Qualifications Management and Reporting continued

• 2013 Hallen Construction completed the requalification of:
  • 300 employees
  • Over 2326 Covered Task Tests.
  • All legacy employees have been put on a two (2) year cycle.
    • All three (3) year qualifications will be taken in 2015
    • All three (3) and five (5) year qualifications will be taken in 2017
Operator Qualifications Management and Reporting continued

• 2013 Hallen Construction completed the Annual requalification of:
  • 21 Pipe Fusers
  • 12 Welders
  • 103 Mechanical Tee/Fittings

• Added legacy employee pictures to NGA Data Base.
  • Providing all employees with hard copies of their Qualifications.
Operator Qualifications Management and Reporting continued

Managed through NGA using IS Energy World net data base.

- Provides 60 Day Alarm Reports.
- Provides Transparency to Customers and Employees.
- Provides a common data base to be used for task evaluations when responding to Mutual Aid Emergency Conditions.
- Qualifications can be accessed by Employees on their Mobile Hand Held device.
The NGA and IS Energy World net data base.

- Provides Hallen with:
  - The Training and Testing Data Base (in addition to our own)
    - All training Attendance Logs and Records
    - All Employee Qualifications Evaluations and Completed Covered Tasks.
  - Starting in 2014 a Tablet Training and Testing site.
    - Provides a consistent message and removes variation in training and testing material.
Challenges for 2013 and Beyond for a Contractor in the Energy Industry

• Growing and Maintaining a skilled workforce
  • Maintaining Operator Qualification Requirements.
  • Providing Quality Training programs that are cost effective.
  • Providing a flexible workforce that can respond during Emergency Restoration efforts.
2013 Hallen Strategy to meet the Challenges for 2013 and Beyond

- Growing and Maintaining a skilled workforce
  - Between January 1, 2013 and YTD 2013
    - Hired and trained 106 new employees
    - Retained after six (6) months 68 new employees
    - Hired with experience 24 employees
Challenges Providing Mutual Aid During Emergency Restoration Efforts

- **What Skills do our Customers need when a disaster strikes?**
  - Service Restoration Crews
    - Shut-off
    - Turn on Relight
    - Check for “No Gas” AOC’s
    - Check for gas leaks
    - Service replacements
  - Gas Main Restoration Crews
    - Install Purge Points and Access Tap Points
    - Remove Water from Gas Mains
    - Shut down and Gas in Gas Mains
2013 Hallen Strategy to meet the Challenges for 2013 and Beyond

- *Increased available resources in 2013*

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“JUST ASK PROGRAM”
Questions Please, What are we missing??