

VOICE

The

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MAKING THE CONNECTION:

CURT's New International Committee Gives Owners a Voice Overseas

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I can't believe the time has gone by so fast! It's hard to believe that I have finished my term as President of the Construction Users Roundtable (CURT). The two years I have been your President have gone by in a flash but I have enjoyed every minute. We have gone through a lot together, from ups and downs in our economy to major changes in the political landscape, all of which had an effect on our industry. We have seen many extremes, from a shortage of workers to a shortage of work. However, the CURT organization has not only survived this whiplash of change but has grown and continues to add value to its membership.

Some of the highlights over the last two years include the establishment of the International Committee and the Nuclear Construction Effectiveness Committee, workforce planning, and the increased use of online educational courses. We have also expanded the infrastructure within CURT, adding new staff which includes an Operational Manager. This will allow us to better support current efforts and expand our initiatives as we add more members with additional areas of interest. We have a lot to be proud of and there is even a brighter future ahead for the CURT organization.

As for my future, I want to assure you that my interest, drive and commitment to CURT will not end with my term as President. On the contrary, my new role as Past President will allow me to leverage my knowledge and contacts within the industry to recruit and mentor the next leaders of the CURT organization. I am really looking forward to talking to many of you about the opportunities CURT can provide and I hope you will take advantage of the personal growth and contributions to the industry that CURT leadership roles offer. We need to continuously replenish and build the leadership and we can't accomplish this without direct involvement from you, the members. If you have ever thought of or had a desire to contribute your talents and energies by giving back to an industry

that has been so good to us all, drop me a note or stop by and talk to me at the next CURT meeting.

This is also a special year for CURT in that we are celebrating our 10th year of operation. We have come a long way in influencing the industry and taking a leadership role on important and current issues we all deal with on a daily basis. I remember when the two hurricanes, Katrina and Rita, hit the Gulf Coast in 2005. It was CURT that responded quickly by organizing industry meetings to discuss not only the impact but also the opportunities to make a

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positive difference. We joined forces with the Business Roundtable to manage and fund the "I am Great" training program. It delivered 20,000+ new workers to the industry at a time when owners were scrambling to find contractors with manpower to execute their capital projects. This is only one of many examples of how CURT has made a difference in the decade since its inception.

On a final note, I would also like to take the opportunity to welcome our new President Mike Conley. I have had the privilege of knowing and working with Mike over the last four years and have seen firsthand his energy, enthusiasm and drive to deliver value to the CURT membership. He has a long history in the construction industry and compliments this with experience in design, controls and project management. Mike has the leadership experience and skills to drive a volunteer organization like CURT to the next level. I know I leave the leadership of CURT in good hands.

I look forward to continued participation and involvement in the organization that makes a difference to our company's bottom line. Thanks again for your support and especially the opportunity to be your President for the past two years.

Egon J. Larsen
Air Products and Chemical, Inc.
Outgoing CURT President



10 years. Seemed like a lot longer period of time when I was in high school than it does now. The last 10 years have indeed gone fast, but in that time the CURT organization has grown from its inception to a unique force bringing significant value to our members and the industry at large.

Just by looking at the list of CURT committees, you can get a feel for the topics we have addressed and the influence we have had: safety, workforce development, process transformation, national conference, education, lean, LUC support, International CURT and nuclear power. CURT has been able to generate energy and enthusiasm for our efforts through some fundamental, and sometimes unstated, core practices.

First, we have been, and continue to be, a collaborative organization. We are, by charter, an owners organization but realize in order to be successful we must integrate with all segments of the capital process supply chain. So we work to fully engage our association and contractor associate members and work just as hard to engage numerous other industry organizations and leaders to help us meet our objectives as efficiently as possible. And they are all eager to do so.

Second, we are flexible enough to adjust direction quickly when things like Hurricane Katrina, crane safety, and/or the economy become significant issues for the industry. This allows us to add value where and when it is needed.

And perhaps the most significant of all is our focus on what is important to our owner members. We continually seek to understand owner issues and address them where appropriate. International CURT and nuclear power are two recent examples of this focus. The cover story of this issue will tell you more about these efforts.

Given that today's CURT has accomplished all that it has in the last 10 years starting from scratch, it's exciting to imagine what we will be able to accomplish in the next 10. We now have a strong base of owner, contractor, and associate members who are passionate about this

industry. We have a strong base of committees along with the products they have delivered over the last decade. And we have a strong base of recognition in the industry as the owner's voice and the influence that comes with that. This all makes for a great foundation to build from in the next decade.

We will be focusing on further building our influence in the industry in several ways as we move forward. We will continue to identify specific areas of concern or interest to our owners and address them as needed. This will take the form of new task forces and/or committees as well as new memberships. We will continue to be very active in bringing new owner members to the table.

And we will continue to find ways to work with other organizations that share our passion for improvement of the industry. We are currently rolling out a new subscriber membership for contractors. We are also rolling out a new website that will make it easier for people to connect with CURT and to advance our mission.

CURT's success has been and will continue to be dependent upon involvement of people in the industry like you.

We need your input to identify topics to be addressed and to help us make a difference in the industry. I thank you for your past contributions and ask that you continue to be engaged.

I am honored to begin service in the role of CURT president—particularly at such an exciting time of growth. I thank you for the trust you have placed in me. The foundation that Egon, Greg, and many others have built will allow us to do many more great things going forward.

In 10 years, we will be celebrating another decade of CURT including accomplishments in areas we haven't even started to address yet. And it will be here sooner than you think.

Michael G. Conley
DuPont Engineering
Incoming CURT President

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As the Construction Users Roundtable (CURT) reaches its milestone 10th anniversary, I am reminded of the words of the Canadian politician, Pierre Trudeau, who once said, "The past is to be respected and acknowledged, but not to be worshipped. It is our future in which we will find our greatness."

And so it is with CURT. We need to respect and acknowledge the significant accomplishments of CURT during the last decade, including developing and strengthening its unique role as the owners voice in the construction industry. CURT has provided direction and leadership in such important areas as construction safety, capital effectiveness, technology and innovation, workforce development and labor relations, all while its membership list has grown to include companies and leaders in a variety of industries.

Your 2010 CURT National Conference Committee is working hard to both recognize and respect these accomplishments as we gather in Orlando, FL on November 8-10, 2010. We promise that we will celebrate CURT's important milestone and the people who made it possible. (There may even be a cake!). But we also promise that we will keep a focus on the future, so we can make the next ten years even more productive!

As explored at the 2009 Conference, the domestic and global economy continues to directly challenge the construction industry. We will examine expert opinions on where things are headed, as well as the best opportunities for recovery and growth in the near future. Learn how the best companies push productivity improvements in an industry that has been generally reluctant to change.

Energy will be a key theme at the 2010 Conference. While the

energy market is driving major construction projects around the world, there is also a realization that leading owner companies are working to change their own energy profiles, to save money as well as demonstrate their corporate citizenship.

One exciting feature of the 2010 event will be the sessions on International CURT. For many of the key owner members, more and more construction is being done in the developing world. CURT's exciting initiative to leverage the learning and influence of this experience is something you will not want to miss.

Please register NOW for the 2010 CURT National Conference in Orlando, FL on November 8-10. Help us celebrate CURT's first decade, and, more importantly, look to the next decade of leadership and action. I trust I will see you there!

Jon Dutcher
CURT National Conference Chairperson
Abbott

2010 NATIONAL CONFERENCE

10 YEARS OF THE OWNERS VOICE
UNVEILING THE NEXT DECADE OF INDUSTRY
LEADERSHIP AND ACTION

November 8-10 Buena Vista Palace, Orlando

Learn more at www.CURT.org
Click National Conference

As we plan the 2010 agenda, we want you to know it is shaping up to provide the best educational and networking opportunities yet. We are particularly excited to unveil CURT's aggressive plans for global growth, as well as preparation for the domestic economic rebound.

Join us in November as we pull back the curtain on another decade of industry leadership and action.





Think about some of the leading entrepreneurs in recent times: Steve Jobs, Herb Kelleher, Anita Roddick and so many others. What jumps out as being consistent among all these success stories? Each person had a larger purpose and a larger vision of what they were doing. They defined success on a very big scale. It was much more than selling computers or clothing or cosmetics or starting an airline. They were out to transform things and their ambitions were huge.

CURT's ambitions are huge. When we started with four members in 2000, a friend of mine jokingly asked me, "...so are you guys going to form what amounts to a local user council for the world?" Without missing a beat I answered, "Yes, of course." Many of us at those early CURT meetings had a sense then that what we were doing by forming a legacy group of the Business Roundtable's Construction Committee would be big and could have global implications. We knew owners needed a voice in public policy, in safety, in technology, and in education and training and CURT intended—with four members and no money—to create an organization that served as that voice. Soon, that "voice" will be heard globally.

A 2008 PricewaterhouseCoopers publication entitled, *International Mobility and the Engineering and Construction Industry*, indicated that of the sample of E&C companies interviewed, 80 percent of respondents rate international mobility as important to their business now and increasing to 95 percent in the future as their customers (owners) expand globally. Additionally, most respondents recognize the importance of international mobility and resource management, but few have implemented a systematic approach to link the two.

This year, we were thrilled to launch an international initiative for CURT. While it's not quite the "local user council of the world" that we joked about early on, it is a significant step toward increased service for owners who play on an international stage.

Given the growing importance of new markets for many of our owner member firms, providing an international forum that helps with talent management, knowledge transfer and information exchange made a lot of sense. It could also prove to be a key resource and perhaps even a competitive advantage for those owners doing business in a foreign location.

Given the growing importance of new markets for many of our owner member firms, providing an international forum that helps with talent management, knowledge transfer and information exchange made a lot of sense. It could also prove to be a key resource and perhaps even a competitive advantage for those owners doing business in a foreign location. Managing international projects is challenging. CURT intends to lessen that challenge. However, no initiative will be successful unless the CURT members work together to make it so.

The best schemes, the most elaborate strategic plans and our best of intentions are of no real value until someone is willing to make them a reality. Owners can attend meetings, CURT conferences, read CURT publications and quote CURT platitudes, but nothing worthwhile happens unless there is action on their part.

The urgent need today for our industry is not for more knowledge about international issues, what is needed is involvement...targeted action by men and women who are ambitious enough to want to affect the success and cost effectiveness of international projects.

I encourage you to connect with the newly formed CURT International Committee. Get involved! After all, owners committed to action and improvement will make all the difference.

Gregory Sizemore, Esq.
CURT Executive Vice President

Architect of the Capitol speaks at CURT meeting

In June 2010 CURT members and invited guests met in Washington, D.C. for the CURT Membership Meeting, which was held in advance of the CURT/ENR Business Forum. During the Membership Meeting attendees were treated to special guest speaker Stephen Ayers, who was recently appointed Architect of the Capitol. Mr. Ayers spoke about the past, present and future of construction at the Capitol, and he wowed attendees with interesting facts about the construction and maintenance that takes place behind the scenes.

