



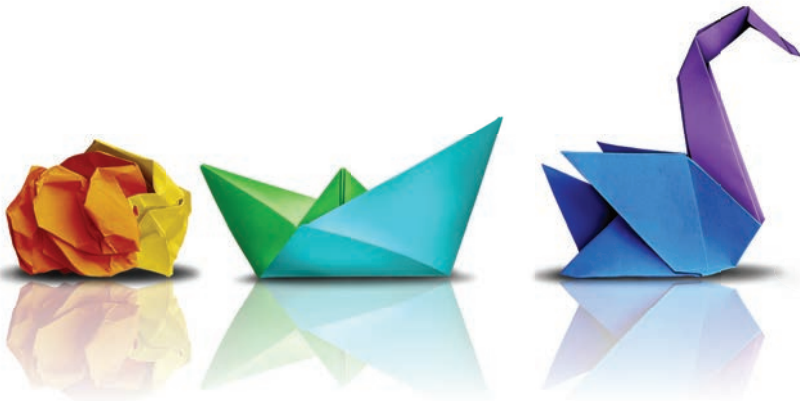
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All work and no play?

Approving vacation requests during the busy roofing season can be challenging

by Ambika Puniani Reid



It's about the time of year when roofing companies get really busy. And it's also the time of year employees usually ask for time off to attend family vacations, spend time with kids home from school and travel to weddings. So what's a supervisor to do?

Harvard Business Review has some suggestions. In "How to manage your team's vacation requests," Karen Dillon explains there are six ways to become a better vacation manager:

- You could consider planning time off collectively rather than leaving the task to one person. Dillon writes: "If everyone feels they're solving the problems jointly as a team ... you'll usually find people willing to step up to make things work."
- Don't judge how people want to spend their time off. People relax and unwind in different ways, and "as a manager, it's not your job to judge or prioritize how people choose to spend their time off."
- A rotating system may work best for your team. "Use a list to determine who gets to choose their days off first," Dillon writes. "Next year, the top couple of people go to the bottom of the list, and so on, so that everyone tops the list over time."
- Consider closing the office for everyone. Although roofing's busy season may not be the time for this strategy, closing your business for a week during the slower months would give everyone time to take a break.
- If allowing weeklong vacations will be difficult for your company to withstand during the spring and summer, Dillon says offering other options may be just as important to employees. For instance, if someone is training for a marathon, maybe you agree to give them every Friday off to train.

Managing vacation requests during your busiest season can be tricky. But remember: Vacations are as important for mental health as they are for physical health. By providing employees options, you show you care about their overall well-being.

Ambika

AMBIKA PUNIANI REID is editor of *Professional Roofing* and NRCA's vice president of communications.





CLOSE-UP

After wildfires erupted across the Los Angeles area in January, the team at NRCA member Shell Roofing Solutions Group, Chino, Calif., reacted swiftly to help its community.

Partnering with Fresh Cut Foods and Paramount Safety Supply, Gardena, Calif., volunteers cooked and prepared 500 meals and delivered them to the Dream Center in Los Angeles. The group helped load cars with the meals, water and other basic essentials and distributed 10,000 N95 masks to support those affected by the fires.

To submit a photo to Close-up, email professionalroofing@professionalroofing.net. Submittals should include a photo and description of the photo. 📷📧



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Pursuing safety excellence

Embrace the principles of human and organizational performance.

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Foremen fundamentals

To excel, foremen must possess a specific set of skills.

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Certified Roofing Systems installs silicone coating on a 7-acre roof in Vermont.

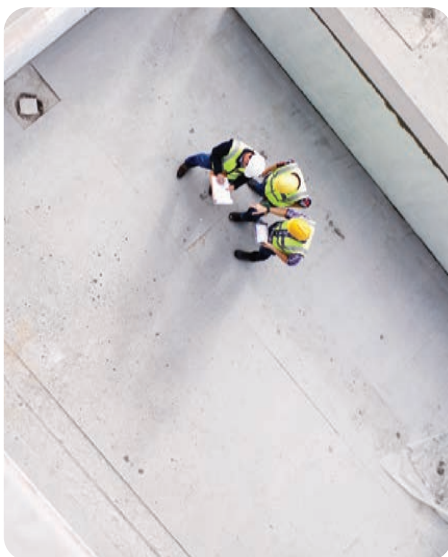
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Beat the heat!

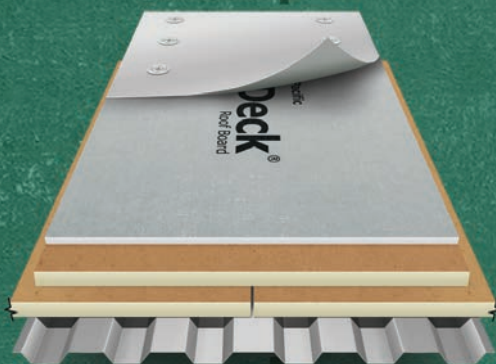
A playbook for preventing heat-related illness.

by Adrienne Anglin, CSP



THE THREAT OF COMMERCIAL ROOF DAMAGE COMES IN SIZE

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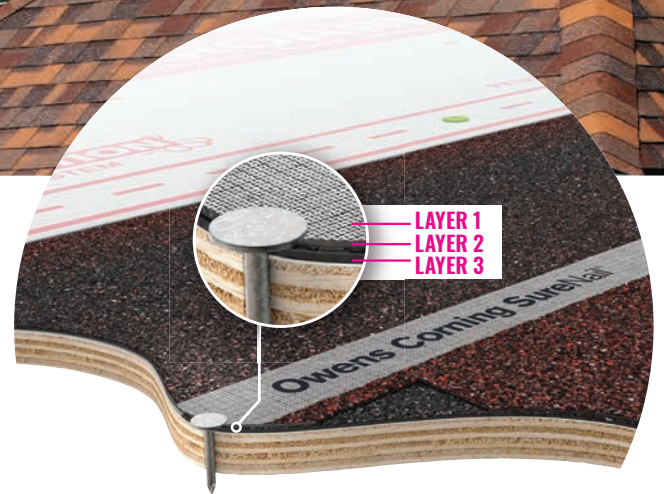
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NEW IDEAS

Shingle color is complementary

IKO has introduced Matte Black to its Dynasty® shingle line. With a low-contrast hue, the new color is said to complement a range of exterior choices.

Enhanced with ArmourZone® and sunlight-activated IKO FastLock® technology, the shingles are designed to withstand high winds and bond against water damage. Dynasty shingles also reportedly resist blue-green algae growth to preserve the color's appearance.

iko.com



New property data ecosystem

EagleView has launched a property data ecosystem. With more than 60 petabytes of asset data derived from high-definition aerial imagery, the ecosystem includes attributes such as roof measurements and condition, structure identification and solar suitability.

Other applications include real estate portfolio management, loan underwriting and servicing, insurance and claims, and civil engineering.

eagleview.com



Work boots provide breathability

Georgia Boot has updated its Carbo-Tec FLX collection of work boots with lightweight Breeze Mesh lining for flexibility and breathability. Additionally, the boots' InsulKul™ technology provides cooling and the Advanced Memory Polyurethane insole reportedly offers comfort and support.

The new styles include two 11-inch, pull-on square-toe Western work boots in brown/brick and brown/tan.

georgiaboot.com



Membrane eliminates odors

Sika Corporation has introduced the Sarnafil Self-Adhered Feltback Membrane. Ideal for steep-slope roof system applications, the self-adhering membrane reportedly also eliminates volatile organic compounds, odors and additional steps needed when applying adhesive on job sites.

usa.sika.com/sarnafil



Membranes are resistant

Polyglass has added TECNOCOAT systems to its Seal the Envelope™ portfolio.

TECNOCOAT P-2049 and TECNOCOAT H-2049 are two-component, spray-applied polyurea membranes. Designed for waterproofing and traffic coating, TECNOCOAT P-2049 resists chemicals and provides elasticity under mechanical stress. TECNOCOAT H-2049 reportedly creates a monolithic, seamless membrane that adheres fully to surfaces.

TECNOCOAT P-2049 EL is a two-component, spray-applied polyurea waterproofing membrane for metal substrates with chemical resistance and elasticity. Featuring ultraviolet resistance, chemical resistance and elasticity, TECNOCOAT P-2049 AL is a two-component, spray-applied polyurea waterproofing membrane for permanently exposed applications.

TECNOCOAT CP-2049 is a two-component, hand-applied polyurea membrane.

polyglass.us

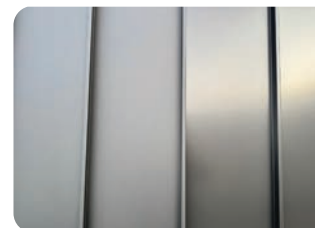


Color line is expanded

The Bryer Co. has added a new architectural color chart to the company's existing line of PVDF coatings.

The new Natural FX colors include Black-ened Steel, Cobalt and Mossy Rock; new standard colors include Old Town Gray and Parchment; and new earth-tone colors include Battleship, Black Carbon, Bronze Oak, Galaxy Black, Graphite and Sand Dune.

thebryercompany.com





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How much are you willing to gamble?

Escalation clauses and other safeguards can protect you against possible price increases

by McKay Daniels

Last month, I wrote about the industry's supply chain challenges coming out of the pandemic and the current state of that issue. I concluded: Supply chains are more robust than ever but not infallible.

But during my visits with contractors since then, I realized one aspect of supply chain disruptions deserves further highlight: price/cost escalation provisions in contracts.

During the supply chain crisis, contractors' material costs increased significantly, quickly and repeatedly often well after they had signed contracts for jobs. At the time, a vast majority of contracts for roofing work did not contain provisions allowing the roofing contractor to pass along these cost increases, and roofing companies were forced to rely on the mercy of customers and general contractors to help pay for some of the unprecedented increases they were facing.

Some people understood the situation and helped offset some of the expenses; others did not, putting many NRCA members in financially and emotionally perilous situations.

This was a low point of that era. Contractors faced upward of hundreds of thousands of dollars in unforeseen cost increases with no options or pathways to recoup them. After some time, education and capitulation by building owners and general contractors, roofing contractors started getting provisions into contracts to address price escalations. If I signed a contract in 2022 for a job to be done in 2023 and insulation prices went up 30% during that time, the general contractor or owner would cover that increase. It wasn't ubiquitous. Some markets reportedly never got to that point, but there started to be relief for roofing contractors.

But as normalcy has returned, these provisions have begun being rejected.

Given the uncertainty surrounding possible Trump administration tariffs on imported goods, contractors need to be mindful of possible cost increases on goods and materials they may be buying and work to avoid a repeat of 2021-22.

The effect of the tariffs is unknown. As I mentioned the previous month,

some raw materials have significant tariffs on them and an increase of 10-20% may not be meaningful (800% going to 820% won't move many price needles). However, other tariffs may be new and flow through the supply chain like a financial hot potato until it reaches roofing contractors. And if a contractor is unable to pass it along because a contract was signed months earlier without an escalation clause, well, the hot potato remains in the roofing contractor's lap and the contractor gets burned.

Additionally, the actions of the Trump administration could prompt nations to respond in ways that are more harmful to contractors than the initial tariff cost.

But it's too early to make prognostications. There is little certainty what future actions the U.S. may take and even less certainty in what the response may be from trading partners.

And it's unknown what the effects may be on roofing materials.

But contractors should assume any cost increases that arise in the supply chain will get passed along and protect

themselves as much as possible. Contractors can do one of two things:

1. Lock in the cost of materials before signing contracts with building owners and/or general contractors
2. Have a contract provision allowing for a price to increase if the cost of materials increases before the job is completed

In a competitive market, roofing contractors are in a tough position, but few people will be willing to fight for them. Evaluating the possible risk of a job and its contract terms has to be one of the most difficult, yet common, tasks facing contractors, and I don't envy the situation for a second.

A contractor told me: "I'm not much of a gambler in the traditional sense (like casinos) because I gamble every day on every job I take. That's enough risk and 'excitement' for me."

Amen. 🙏🙏🙏

MCKAY DANIELS is NRCA's CEO.
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Crucial steps in roofing succession planning

Succession planning helps to ensure smooth operations for your company when you are no longer there, providing stability for your employees and financial security for your business. Whether you are considering retirement or want to be prepared for the unexpected, an effective succession plan is crucial to your company's success.

- Start early. Succession planning should begin long before you plan to retire so you can identify potential successors. Look for individuals in your company who have the skills, experience and passion to lead the business in the future.
- Provide developmental opportunities. Invest in the development of potential successors by offering training, mentorship and opportunities for growth and leadership.
- Document your plan. Be transparent by outlining the process for selecting a successor, transition timeline

and other relevant details. Share your plan with key stakeholders, such as family members, business partners and employees.

- Consider family dynamics. If your roofing company is family-owned, be clear about your succession plan and involve family members in discussions to minimize conflicts.
- Consult with professionals. Succession planning involves legal and financial considerations, so it is crucial to speak with lawyers, accountants and financial advisers regarding your plan's effectiveness.
- Communicate effectively. Be sure stakeholders are informed and address their concerns to help build trust.
- Monitor and adjust. It is important to regularly review and update your plan as circumstances change.



Don't overlook cold weather hazards

Spring may be around the corner, but cold weather is still a factor in many regions and can pose risks to workers. Sometimes, the risks workers face in cold weather are not obvious.

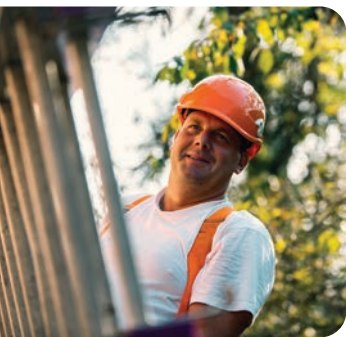
Safety+Health magazine shares the following hazards you may not be considering.

- **Dehydration.** This is not just a risk in warm weather. When we exhale, our bodies lose fluids; dry air, which is common during the winter, can worsen fluid loss and increase the risk of dehydration. The cold also can dampen the thirst reflex, resulting in less of an impulse to drink. The Occupational Safety and Health Administration recommends employers educate workers regarding the importance of hydration; equip all work areas with accessible cool water (cooler than 60 F); and encourage workers to keep a sealable bottle of cool water in their work area so they can hydrate.
- **The effects of ultraviolet rays.** UV rays from the sun are harmful during cold weather and can lead to sunburn and other issues. Workers can protect themselves by covering up and applying sunscreen with an SPF of 15 or higher every two hours. Sun-reflected UV rays

on snow also can cause a corneal sunburn, sometimes called “snow blindness.” Workers should wear safety eyewear equipped with UV protection or sunglasses, which also can help guard against dry eyes.



- **The effect of cold on self-retracting lifelines.** Cold can negatively affect fall-protection equipment, especially self-retracting lifelines; colder temperatures and moisture can cause ice buildup on the locking mechanisms and spool. During such conditions, workers should rapidly pull on the self-retracting lifeline cable during first use and throughout the day to verify the locking mechanism is working. When conditions are wet, workers should store self-retracting lifelines vertically and avoid exposing them to freezing temperatures. If crew members notice their self-retracting lifelines' locking mechanisms are not working properly, they should be instructed to notify their supervisor and place it out of service.



Construction must attract 439,000 new workers in 2025 to meet demand

The construction industry will need to attract an estimated 439,000 net new workers in 2025 to meet anticipated demand for construction

services, according to a proprietary model developed by Associated Builders and Contractors. In 2026, the industry will need to bring in 499,000 new workers as spending ramps up in response to expected lower interest rates.

ABC's model uses the historical relationship between inflation-adjusted construction spending growth (sourced from

the U.S. Census Bureau's Construction Put in Place Survey) and payroll construction employment (sourced from the Bureau of Labor Statistics) to convert anticipated increases in construction outlays into demand for construction workers at a rate of about 3,550 jobs per billion dollars of additional spending. The model also incorporates the current level of job openings, unemployment and projected industry retirements and exits into its calculations.

“While the construction workforce has become younger and more plentiful in recent years, the industry still must attract 439,000 new workers in 2025 to balance demand and supply,” says

ABC Chief Economist Anirban Basu. “If it fails to do so, industrywide labor cost escalation will accelerate, exacerbating already high construction costs and reducing the volume of work that is financially feasible. Average hourly earnings throughout the industry are up 4.4% over the past 12 months, significantly outpacing earnings growth across all industries.

“This represents improved labor availability relative to recent years,” Basu continues. “The improvement can be traced to two primary factors. First, construction spending is expected to grow at its slowest pace in years throughout 2025, especially in

interest rate-sensitive segments like home-building. Interest rates will remain elevated in 2025 before likely beginning to dip next year. Second, the industrywide workforce has become significantly younger over the past several quarters, with the median construction worker now younger than 42 for the first time since 2011. As a result, the pace of retirements is expected to slow this year.”

Basu says even with that improvement, contractors will continue to struggle to fill open positions.

“This will be especially true in areas where manufacturing and data center mega-projects are underway,” he says. “More than \$1 in every \$5 spent on nonresidential construction currently goes toward manufacturing projects, and those projects are absorbing a significant share of the labor force in their respective regions.”

Basu says certain factors could render the model as overly conservative, and worker

shortages this year could be more severe than expected.

“While the consensus forecast has construction spending increasing by less than 3% in 2025, that same forecast has underestimated growth by a significant margin during each of the past three years,” Basu says. “If inflation

dissipates in coming months, borrowing costs will subside and construction volumes will increase. Faster-than-expected immigration over the past few years also has bolstered labor supply, and potential changes to immigration policy will likely constrain worker availability.”

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Something to think about

Installing solar and PV materials can present an opportunity, but you need expertise

by Glen Clapper, AIA, LEED AP

There is a movement within the building and construction industries to reduce carbon emissions and fossil fuel energy use in buildings. Renewable energy, which includes solar and photovoltaic roofing materials, can significantly contribute to that goal, and the roofing industry should be prepared to take advantage of this opportunity.

Considerations

Rooftop-mounted PV systems offer some advantages over ground-mounted PV systems by making use of otherwise underused rooftop space rather than valuable ground-level real estate. Rooftops also are relatively secure from passersby whereas ground-mounted systems typically need to be fenced off or otherwise secured to limit access. Additionally, some rooftop-mounted PV systems may not be visible to passersby.

Code requirements for rooftop building-integrated PV systems, including PV shingles, are included in the 2024 I-Codes and are complex. BIPV systems have dual functionality as roof

coverings and electricity-generating products. This dual functionality can lead to confusion and disputes about who should install and maintain such systems.

Various code requirements further complicate the issue. NRCA believes rooftop-mounted PV system installation always should involve a professional roofing contractor and licensed electrician. A licensed electrician may be necessary to make interconnection to the electrical grid and oversee the proper installation of a PV system's electrical components; most jurisdictions have requirements for licensed electricians to perform that function. Also, several states and local governments have enacted special licensing requirements for PV system installers.

In addition, rooftop-mounted PV system installations only should be undertaken with the involvement of a professional roofing contractor for several reasons, including his or her ability to assess the condition of roofs; knowledge of how to install new roof systems properly and safely to best accommodate rooftop-mounted PV systems; and awareness of roof system manufacturer's requirements of "solar ready" installations for warranties. A roofing contractor also understands how to properly secure equipment on rooftops and apply flashing materials as well as how attaching equipment to a roof system may affect its long-term watertightness.

Roofing contractors also are aware of local building code requirements related to wind resistance, fire resistance, structural loads and access requirements.

Codes

Currently, the I-Codes have few specific requirements for PV- or solar-ready roof systems. The International Energy Conservation Code® has two appendices that contain general requirements for

roof areas but apply only to new construction. The commercial appendix only applies to buildings five stories or less in height that are oriented between 110 and 270 degrees of true north or have low-slope roofs. The residential appendix requires a minimum of 150 square feet or 300 square feet of solar-ready roof area depending on the type and size of structure. Neither appendix speaks to the readiness of a roof assembly beyond roof loads.

The International Building Code,® Section 1505.9 "Rooftop mounted photovoltaic (PV) panel systems," states: "Rooftop mounted photovoltaic (PV) panel systems shall be tested, *listed* and identified with a fire classification in accordance with UL 2703."

It also states the fire classification of the system should be based on the type of building construction. Section 1604.5.2 "Photovoltaic (PV) panel systems," states: "Rooftop-mounted PV panel systems and elevated PV support structures installed on top of buildings shall be assigned to the same risk category as the risk category of the building on which they are mounted." This means the same PV system may not be installed on a warehouse and a hospital without modifications to meet a higher risk category.

PV quality

The quality of PV systems varies, so it is important to consider whether a roof system should have an expected service life equal to or greater than the PV system being installed on it. This helps minimize the need to dismantle or remove a PV system to provide for necessary repairs or completely remove a roof system to maintain building watertightness.

PV systems often are reported to have service lives up to 25 years. Roof

systems, on the other hand, have service lives that vary significantly depending on the specific roof system design, roofing materials used, installation workmanship and owners' maintenance. An industrywide roofing study conducted by the Roofing Alliance shows the average life expectancy of a low-slope roof system on a commercial building is 17.4 years. Based on this, NRCA has concluded above-average roof systems should be installed on buildings where rooftop-mounted PV systems are being installed or where rooftop-mounted PV system installation is anticipated.

Additional resources

PV modules are susceptible to damage resulting from hail. ASTM E1038, "Standard Test Method for Determining Resistance of Photovoltaic Modules to Hail by Impact with Propelled Ice Balls," and FM 4478, "Roof-Mounted Rigid Photovoltaic Module Systems," address the ability of PV modules to withstand the impact forces of hailstones.

Accumulated dirt, debris and atmospheric fallout can reduce PV systems' efficiency. Cleaning solutions sometimes used to clean PV systems may be detrimental to roof coverings, such as those with strong alkali content. Verification with the PV and roof covering manufacturers should occur before cleaning a PV system.

There are many facets to installing and maintaining PV or solar materials on roof systems. Based on the current direction of energy codes and standards, roofing contractors may want to familiarize themselves with the potential added benefit of providing these services. 🌞🔧

GLEN CLAPPER, AIA, LEED AP, is an NRCA director of technical services.

Report shows improvements in MSD prevention

Multiple workplace programs aimed at preventing musculoskeletal disorders have achieved the highest rating within the National Safety Council's MSD Solutions Index, according to a recent report from NSC.

The council's second annual MSD Solutions Index Pledge Community Report explores areas in which organizations that have signed its MSD Pledge are strongest and what opportunities for improvement exist.

The report is based on survey responses from 44 MSD Pledge members from various industries who addressed questions from three pledge commitment subsections: risk reduction, safety culture, innovation and collaboration. The respondents received an overall index result, as well as the results of each subsection. Each corresponded to one of five MSD prevention maturity levels: novice, reactive, advancing, proactive and innovating.

According to the report, most respondents scored in the proactive (44.2%) or advancing (37.2%) categories; 11.6% of respondents were "innovating" in their MSD prevention efforts.

Findings from the report include:

- Eighty-eight percent of respondents have some form of MSD prevention or ergonomics program in place—up from 83% in the previous report.
- Seventy-six percent of the organizations share successful MSD prevention solutions at conferences or through external communications.
- At 50%, awkward postures/excessive bending or twists was the most common MSD risk factor reported, followed by lifting or carrying (43.2%), prolonged sitting/standing (31.8%) and computer-related repetitive activities (31.8%).
- The body parts most affected by MSDs are: lower back (77.3%), shoulder/upper arm (61.4%) and wrist (50%).

To access the National Safety Council's MSD Solutions Index, go to professionalroofing.net

"This year's report reflects the dedication of the MSD Pledge community to building safer workplaces and protecting workers' health," says Katherine Mendoza, senior director of workplace safety programs at NSC. "With the insights from the MSD Solutions Index, we see organiza-

tions are making significant strides and identifying critical areas for improvement, proving the MSD Pledge can drive real change in the safety and well-being of workers worldwide."



Researchers to create construction safety toolkit

A collaborative research effort is underway to build a toolkit to help construction managers, supervisors and workers identify and address safety and health challenges unique to the industry, according to *Safety+Health* magazine.

The Collaborative Leadership for Safety and Health in Construction project is being led by researchers from the Colorado School of Public Health, Aurora, and the Center for Promotion of Health in the New England Workplace, Lowell, Mass. It is supported by CPWR—The Center for Construction Research and Training, the Centers for Disease Control and Prevention, and the National Institute for Occupational Safety and Health.

The five-year project is focused on the critical safety and mental health challenges in construction. Researchers expect the toolkit to foster a

comprehensive, sustainable culture of safety and health by emphasizing collaboration between various levels of the workforce and, in turn, contribute to reduced injury rates and enhanced worker health and well-being.

Eight contractors will implement and use the toolkit as researchers evaluate the process. After the evaluation process, the toolkit will be disseminated via the Occupational Safety and Health Administration, along with labor unions, contractor associations, professional safety and health associations, and workers' compensation insurers.

"The secret of our approach is the focus on both leadership commitment and workforce engagement," Natalie Schwatka, project leader and assistant professor at the Centers for Health, Work & Environment at the Colorado School of Public Health, said in a press release. "This project is about creating a framework that gives both managers/supervisors and workers a more active role in the safety and well-being initiatives at their workplaces."





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An abundance of change

OSHA’s robust regulatory activity carries into 2025

by Cheryl M. Ambrose, CHST, OHST

The Occupational Safety and Health Administration’s regulatory activity continues to be robust with several regulatory items making news at the end of 2024 and leading into 2025. These include heat rulemaking, personal protective equipment fit and increased civil penalties.

Heat rulemaking update

The new year began with the closing of the final public comment period for OSHA’s heat rulemaking. On Jan. 14, 2025, NRCA, along with a coalition of construction trade associations, submitted comprehensive public comments regarding the proposed final rule for OSHA’s heat rulemaking. NRCA has been actively engaged in the regulatory process for this proposal since it began in October 2021 when OSHA announced it was initiating rulemaking to protect indoor and outdoor workers from hazardous heat in all workplaces.

NRCA participated in the rulemaking process and advocated for a flexible approach to the heat rulemaking. It also

expressed concerns with OSHA’s efforts to regulate the hazards of excessive heat at various points throughout the rule-making process. NRCA provided public comments in response to the advanced notice of proposed rulemaking, as well as asked members to participate in the Small Business Regulatory Enforcement Fairness Act review process so they could provide OSHA with detailed information about current roofing industry safety practices and the potential effect the new rule may have on small entities.

NRCA and other construction industry trade associations encouraged OSHA to adopt a flexible, performance-based approach to any new standard and expressed concerns with the overly broad, prescriptive standard, which did not adequately consider the unique challenges small employers face or geographic differences. The public comments submitted in January also requested OSHA hold in-person informal public hearings to ensure effective public engagement in this rulemaking. Should a final rule be issued, OSHA was encouraged to adopt a phased-in compliance period to ensure employers have the best opportunity to implement effective procedures to meet their obligations.

NRCA continues to follow and remains engaged in the OSHA rulemaking process for this standard and will keep members updated as new information becomes available.

PPE rule finalized

In addition to heat rulemaking activity, OSHA finalized a revision to the PPE standard for construction Dec. 11, 2024. The final rule requires employers provide PPE and ensure the equipment properly fits any construction worker who needs it to improve protections

Type of violation	2024 maximum penalty	2025 maximum penalty
Serious and other-than-serious posting requirement	\$16,131 per violation	\$16,550 per violation
Failure to abate	\$16,131 per day beyond the abatement date	\$16,550 per day beyond the abatement date
Willful or repeated	\$161,323 per violation	\$165,514 per violation

OSHA violations and penalties

from hazardous conditions. The change is designed to align the construction industry standard with the standard already in place for general industry.

In OSHA’s press release announcing the final rule, Assistant Secretary for Occupational Safety and Health Doug Parker said: “I’ve talked to workers in construction, particularly women, who have spoken of personal protective equipment that didn’t fit or was simply unavailable at the job site in their size.”

Improperly sized PPE can be ineffective in protecting workers; create new hazards for workers; or discourage use because of poor fit or discomfort, such as improperly fitting fall-protection harnesses and oversized gloves or protective clothing being caught in machinery. OSHA’s news release went on to say: “The matter has been a long-standing industry safety concern, particularly among some women as well as among physically smaller or larger workers.”

Before the final rule was issued, NRCA participated in public comments about the rulemaking with the Construction Industry Safety Coalition to express the construction industry’s concerns. Comments included urging OSHA to clarify what it means by the terms “properly fit” and “additional hazards” and the clarification must include specificity so covered industries better understand their compliance obligations. In addition, OSHA was urged to clarify how it will enforce this regulation and delineate objective

measures regarding what constitutes “improper fit.”

The final rule became effective Jan. 13.

OSHA increases civil penalties

In addition, the Department of Labor has issued a final rule announcing adjustments for inflation to OSHA’s civil monetary penalty amounts. The final rule became effective Jan. 15.

In November 2015, the Federal Civil Penalties Inflation Adjustment Act Improvements Act of 2015 was enacted, which required agencies to adjust the level of civil monetary penalties with an initial “catch-up” adjustment through an interim final rule and make subsequent annual adjustments for inflation no later than Jan. 15 of each year.

The maximum penalty amounts for serious and other-than-serious posting requirement violations; failure to abate; and willful or repeated violations all increased (see figure).

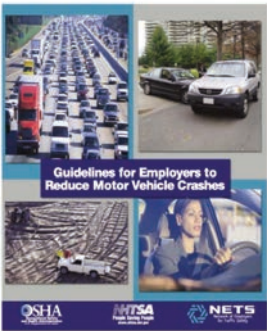
OSHA requires all state plans to align their maximum violation penalties with its penalty structure. States that operate occupational safety and health plans are required to adopt maximum penalty levels that are at least as effective as federal OSHA’s levels. State plans are not required to impose monetary penalties on state and local government employers. 🇺🇸🌟

CHERYL M. AMBROSE, CHST, OHST, is NRCA’s vice president of enterprise risk management.

Groups to focus on fatal vehicle incidents

The Occupational Safety and Health Administration has joined the National Safety Council and Road to Zero Coalition to help prevent fatal worker injuries related to motor vehicle incidents, which are the leading cause of workplace deaths in the U.S., according to OSHA.

In 2023, transportation-related incidents caused 36.8% of the 5,283 fatal work injuries in the U.S., according to the Bureau of Labor Statistics.



The joint initiative aims to reduce and prevent fatalities by fostering a culture of safety and preventive practices to protect workers on the road. OSHA wants employers to make safety a core principle by integrating safe driving and transportation practices into their businesses' safety and health management systems.

“Unlike other workplaces, the roadway is not a closed environment,” says Assistant Secretary for Occupational Safety and Health Doug Parker. “Preventing work-related roadway incidents requires a combination of traffic safety principles and sound safety management practices. By collaborating with the National Safety Council and the Road to Zero Coalition, we can promote safe driving policies to prevent needless tragedies.”

OSHA's Motor Vehicle Safety webpage, [osha.gov/motor-vehicle-safety](https://www.osha.gov/motor-vehicle-safety), offers guidance for employers regarding developing written policies and procedures for workplace vehicle safety, including topics such as vehicle maintenance; seat belt use; and preventing distracted, drowsy and impaired driving. The webpage also highlights the importance of involving drivers in the process of creating and refining safety programs.

Construction industry fatalities rose in 2023



In December 2024, the Bureau of Labor Statistics released its annual Census of Fatal Occupational Injuries report for 2023, which showed the construction industry had 1,075 fatal injuries for the year—up from the 1,069 fatal injuries in 2022, according to Construction Dive. This marks the construction industry's highest number of workplace deaths since 2011.

The industry's 2023 fatal injury rate was 9.6 in 2023 per 100,000 full-time equivalent workers, which is unchanged from 2022. The fatal injury rate is viewed as a key safety indicator because it adjusts for yearly changes in the overall number of workers and amount of construction work.

Falls, slips and trips were the most common fatal events at 421, accounting for 39.2% of construction fatalities.

In total, 5,283 U.S. employees died at work in 2023, which means about one in five occupational deaths in 2023 occurred at construction workplaces.

According to the report, the overall fatality rate for U.S. workers in all industries was about 3.5 per 100,000 full-time equivalent workers. The fatal injury rate for Black or African American workers decreased from 4.2 deaths per 100,000 workers in 2022 to 3.6 deaths per 100,000 workers in 2023. The fatal injury rate for Hispanic or Latino workers was 4.4 per 100,000 workers in 2023, which is down from 4.6 in 2022.

“Today's data is a grim reminder of the challenge our industry faces when it comes to ensuring the health and safety of the men and woman who build America,” says Brian Turmail, vice president of public affairs and workforce for the Associated General Contractors of America.

NRCA designs, develops and delivers roof safety training, as well as health and management courses and publications, to help roofing contractors navigate workplace regulations and compliance. NRCA's health and safety resources are available at nrca.net/safety.

Roofing contractor faces \$328,545 in proposed penalties

Occupational Safety and Health Administration officials have again cited RRC Home Improvement Inc., Newark, N.J., for repeatedly violating safety requirements at three North Jersey job sites, exposing employees to fall hazards, according to OSHA. The company is not an NRCA member.

OSHA inspected an RRC Home Improvement job site in Dover, N.J., in June 2024 after receiving reports of employees working on a roof without fall protection. After warning the company about the hazard, in July 2024, OSHA inspectors opened inspections at two of the company's job sites in Lodi, N.J., and again observed employees working without required fall protection. The inspectors also found violations involving lack of hard hats, eye protection and fire extinguishers; noncompliant pump jack scaffold poles; and unsafe ladder use.

OSHA cited RRC Home Improvement for four willful and seven serious violations. The company faces \$328,545 in proposed penalties.

In five inspections since 2017, OSHA has cited RRC

Home Improvement for failing to provide workers with fall protection and added the company to the agency's Severe Violators Enforcement Program.

Falls are the leading cause of death in the construction industry. NRCA offers classes, webinars and products to ensure you properly train your employees and keep them safe. Visit shop.nrca.net for more information.



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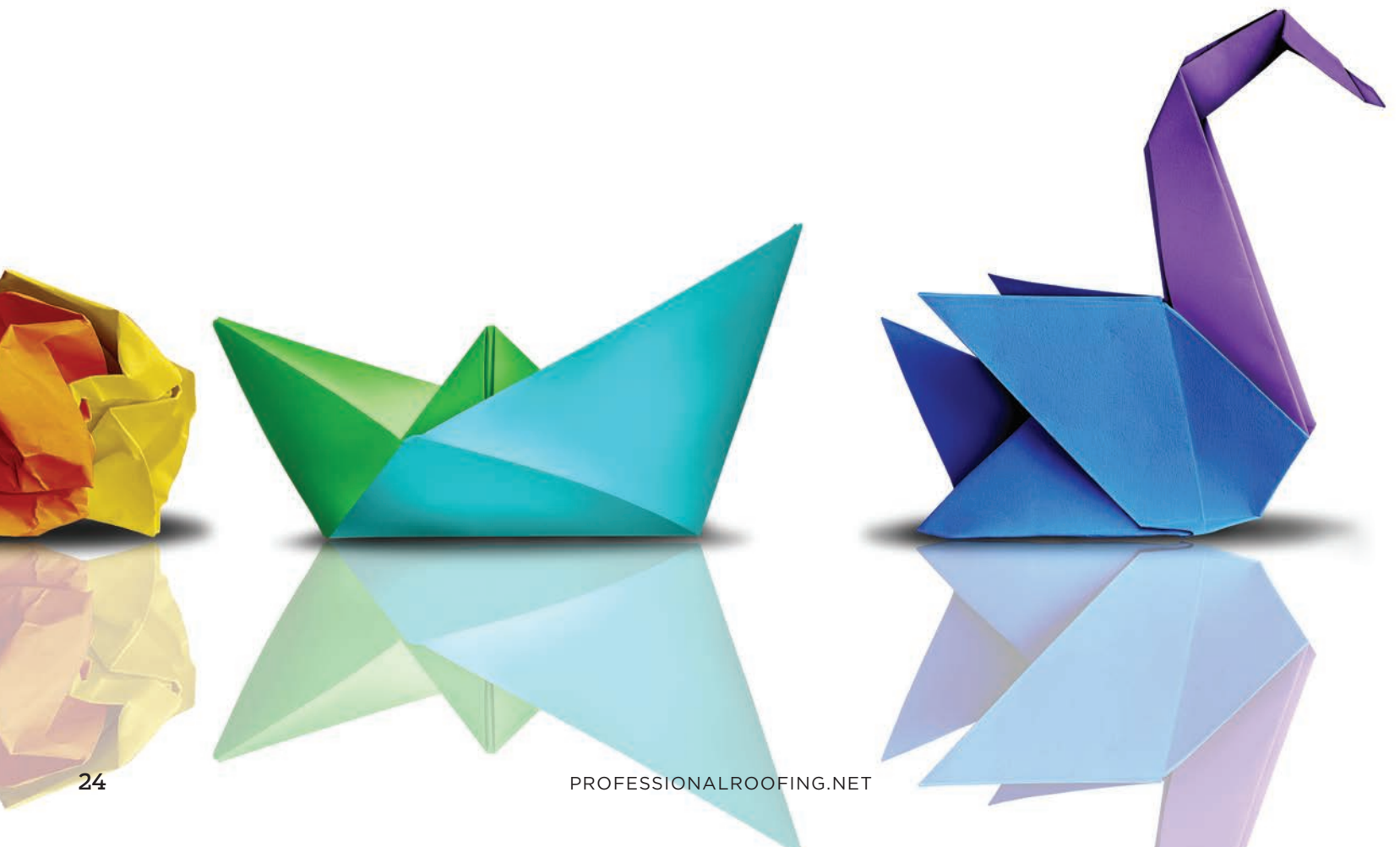
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Pursuing safety excellence





Embrace the principles of human and organizational performance

by Cheryl M. Ambrose, CHST, OHST

The roofing industry consistently encounters unique safety challenges. Roofing workers work at heights, contend with unpredictable weather and handle heavy equipment—factors that not only require safety to be a top priority but also a core value.

Traditional safety approaches have long focused on enforcing compliance, reducing incidents through penalties and strict rules, and measuring results primarily with lagging indicators such as incidence rates and experience modification ratings. Although traditional methods have value, a shift toward more modern frameworks are redefining the approach to safety and organizational performance.

Traditional method

According to the Bureau of Labor Statistics data for 2022, roofing workers had the highest number of fatal work injuries in the construction industry and the second highest of all civilian occupations. Despite decades of traditional safety practices and a downward trend for total recordable injuries, the number of construction fatalities has plateaued for some time, and the trajectory of fatalities in general has remained relatively flat.

The traditional safety approach focuses on identifying and eliminating hazards, enforcing compliance with rules and regulations, and holding individuals accountable for maintaining a safe work environment. This approach assumes most accidents are caused by unsafe acts or violations and places emphasis on personal responsibility and adherence to procedures.

Within the traditional approach to safety, contractors' safety performance is primarily prequalified and judged by metrics such as the total recordable incident rate. The total recordable incident rate has been the primary safety performance measurement across all industries for the past 50 years. The total recordable incident rate is computed by taking the total recordable injuries from the Occupational Safety and Health Administration's Form 300 Log of Work-Related Injuries and Illnesses, dividing it by the corresponding number of worker-hours and multiplying that by

200,000 worker hours (or the equivalent of 100 workers working 40 hours per week 50 weeks per year).

In 2021, the Construction Safety Research Alliance at the University of Colorado at Boulder published a study where researchers examined more than 3.2 trillion worker-hours of data and concluded the total recordable incident rate does not provide a "discernible association" between total recordable incident rate and fatalities and the occurrence of recordable injuries is almost entirely random. Simply reducing the total recordable incidence rate does not directly correlate to reducing the chances of the company experiencing a fatality.

The researchers also concluded the total recordable incident rate is not a precise metric. From a statistical standpoint, when applied to practical circumstances, the total recordable incident rate was found to be invalid statistically for use in comparison with companies, business units, projects and even teams.

The Construction Safety Research Alliance research team found many reasons for their conclusions, including the underreporting of injuries and injury case management. An injury may not be recorded as or rise to the criteria of a recordable incident for an OSHA log, but that does not negate the incident still occurred.

Despite these findings, important decisions at all levels of companies are made based on the total recordable incident rate, including discipline and incentives.

The original intent by OSHA was to assess specific industries. It is a lagging indicator and simply measures numbers of occurrences over time. For example, the total recordable incident rate measures a minor finger laceration the same as a fatality in terms of numbers. These numbers are used throughout the industry as a measure of safety performance and the basis to pre-qualify contractors, bestow awards and even discipline or fire employees.

Although the traditional safety approach provides a strong foundation, integrating it with

TRADITIONAL SAFETY APPROACH	5 PRINCIPLES OF HUMAN PERFORMANCE
Workers are a problem to be fixed.	1. Error is normal. Even the best people make mistakes.
We must tell workers what to do and, perhaps more importantly, what NOT to do.	2. Blame fixes nothing. Blames stops improvement.
Constrain the workers to create safety.	3. Learning and improving are vital. Learning is deliberate.
Safety is the absence of accidents.	4. Context influences behavior. Systems drive outcomes.
	5. How you respond to failure matters. How leaders act and respond counts.

The 5 Principles of Human Performance by Todd Conklin, Ph.D.

modern, proactive strategies can create a more effective and adaptive safety management system.

A different strategy

One proactive strategy focuses on human and organizational performance and is a departure from viewing people as a problem to be fixed or managed and shifts it toward viewing them as problem-solvers.

As explained by Todd Conklin, Ph.D., author of “The 5 Principles of Human Performance,” safety is not defined by the absence of accidents but rather by the presence of defenses. In the book, he outlines and applies human and organizational performance principles as an approach to managing safety, productivity and reliability rather than “fixing” workers.

Human and organizational performance involves five principles:

- 1. Error is normal.** People are fallible, and mistakes are a natural part of human behavior. Roofing work is no exception. Workers can misjudge distances, overlook small details or experience fatigue. Recognizing errors are inevitable helps roofing companies move from a culture of blame to one of understanding and prevention.
- 2. Blame fixes nothing.** Blaming individuals for errors or failures does not improve safety, efficiency or organizational learning. Instead, it can create a culture of fear, discourage reporting and prevent the identification of systemic issues that contribute to mistakes. If people fear punishment, they may hide mistakes, which prevents organizations from learning and improving. A better approach is to analyze why an error happened and use that knowledge to prevent future incidents. Investigating causes, such as training gaps, unclear procedures or unrealistic workloads, leads to meaningful improvement.
- 3. Learning is vital.** Often, safety professionals and other leaders are asked to create and

enforce rules around a task or process they have never done themselves. But no one can manage well what they do not understand.

Operational learning draws upon the knowledge and experience of those closest to the work—in this case, the roofing worker—and adding details often missing from never having experienced the task or work firsthand.

Operational learning can:

- Address rules that are prone to deviation.
- Improve or increase defenses that reduce the consequences of human error.
- Identify error traps (conditions or situations that increase the likelihood of human error, such as systemic issues or environmental factors).

Conklin describes an excellent operation as an operation that constantly monitors feedback from normal work and listens carefully to weak signals, recognizing expertise lives at every level of an organization.

In this environment, learning teams are facilitated and include those who do the work and those who design the work with the goal of sharing operational intelligence. The organization takes that feedback and learns from it. Learning teams can be used proactively before an incident or failure and reactively after an incident has occurred. Worker engagement and involvement are key to successful operational learning.

- 4. Context influences behavior and systems drive outcomes.** “Context influences behavior” means the environment, circumstances and conditions surrounding individuals significantly affect how they behave. In the workplace, context includes factors such as:
 - Work environment: noise, temperature, lighting and ergonomics
 - Social dynamics: team culture, leadership style and peer influence
 - Task design: complexity of the task, clarity of instructions and time pressure



- Tools and resources: availability, reliability and suitability of equipment

When context is supportive and well-designed, it encourages behaviors that align with safety and efficiency. Conversely, poor context—such as unclear instructions or inadequate tools—can lead to errors or unsafe practices.

Secondly, systems are the interconnected processes, policies, structures and resources within an organization. They shape how work is done and ultimately determine the outcomes, such as safety performance, productivity or quality. Some key points include:

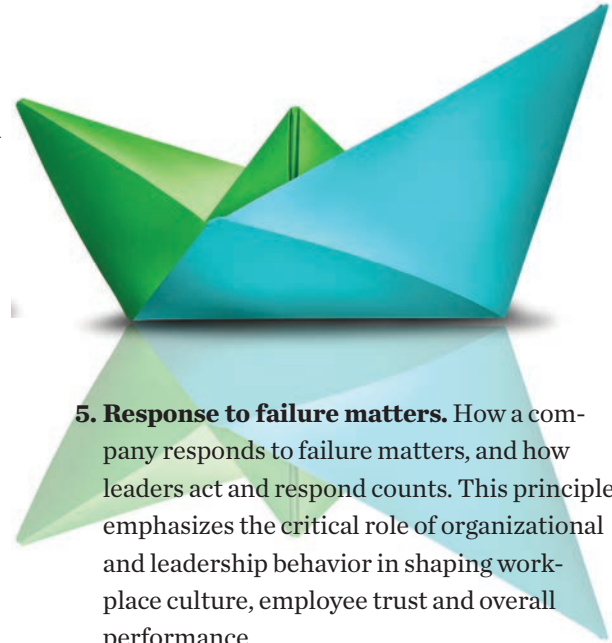
- System design: Flawed systems (such as unrealistic expectations or conflicting priorities) often lead to failures, regardless of workers' intentions.
- Organizational culture: A culture that values learning and improvement is more likely to produce positive outcomes than one that focuses solely on punishment for mistakes.
- Feedback loops: Systems that incorporate regular feedback and adaptability are more resilient.

Together, these principles suggest individual actions are not solely a matter of personal choice but are heavily shaped by the surrounding environment. Meanwhile, the outcomes of those behaviors are driven by the broader systems in which the individuals operate.

Consider this example of context and culture in the roofing industry:

- Context: A roofing worker might skip safety procedures if working under intense time pressure or extreme weather conditions.
- Culture: If the company prioritizes speed over safety, lacks proper planning or fails to provide adequate training and equipment, unsafe outcomes are more likely.

By understanding and improving context and culture, organizations are better able to influence behavior in ways that lead to safer, more effective outcomes.



5. Response to failure matters. How a company responds to failure matters, and how leaders act and respond counts. This principle emphasizes the critical role of organizational and leadership behavior in shaping workplace culture, employee trust and overall performance.

When failures occur—whether safety incidents, operational mistakes or process breakdowns—the organization's response can profoundly affect its culture and future performance. If a company reacts with blame and punishment, employees may become defensive or fearful, leading to underreporting of issues and missed opportunities for improvement. If a company focuses on understanding and learning, it fosters an open environment where employees feel safe to report problems, enabling proactive solutions.

Building trust is critical to success. Employees look to leaders for cues about whether it is safe to speak up, share concerns or propose changes. A supportive response from leaders reinforces trust and promotes more proactive responses, motivating workers to engage actively in problem-solving. Leaders who ask the right questions (such as “How did this failure occur?” rather than “Who is at fault?”) help uncover systemic issues and guide meaningful improvements.

Ultimately, how a company and its leaders respond to failure directly influences an organization's ability to learn, adapt and succeed. A thoughtful, system-oriented approach strengthens resilience while reactive or punitive responses risk undermining trust and long-term growth.

Shifting focus

Applying human and organizational performance to the roofing industry can take several forms.

Worker involvement

Often, frontline workers are the first to spot risks and identify safer ways to perform tasks. By involving roofing workers in safety decisions, leaders can empower workers to voice concerns and suggest improvements without fear of reprisal by establishing anonymous reporting channels or safety committees.

Employers can build trust by recognizing the expertise of seasoned roofing workers, incorporating their insights into safety planning and valuing their contributions in meetings and decision-making.

Additionally, companies can enhance safety policies through collaborative development with workers, ensuring policies are practical and tailored to real-world conditions.

Organizational learning

Roofing companies must create a culture of continuous learning. This involves not only analyzing incidents but also understanding daily successes to refine practices.

Steps to achieving organizational learning include:

- Establishing open communication channels such as dedicated safety hotlines or feedback boxes for reporting near misses, hazards and successes
- Holding regular safety meetings to review lessons learned, share best practices and keep safety top-of-mind for all employees
- Using feedback to drive continuous improvements by revising training, updating equipment and implementing new technologies based on worker input

Training and education

Providing roofing workers with the knowledge and tools to work safely is foundational.

Effective training programs should include:

- Incorporating realistic scenarios to prepare workers for common challenges, such as practicing emergency procedures or navigating rooftop hazards in simulated environments
- Emphasizing the principles of human performance, including error management and mindfulness, to help workers build safer habits
- Promoting a mindset of ongoing learning by offering refresher courses, workshops and certifications to keep skills sharp and knowledge current

Leadership and cultural change

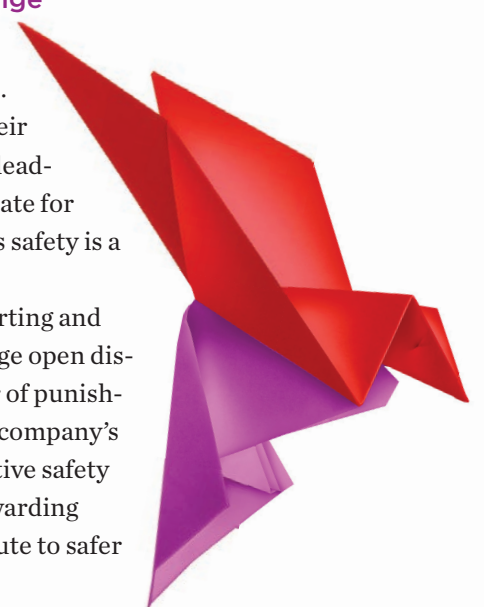
Leadership plays a crucial role in shifting organizational culture. Roofing companies can model their commitment to safety by having leaders consistently follow and advocate for safety practices, showing workers safety is a core value at all levels.

Leaders should prioritize reporting and learning over blame and encourage open discussion about safety without fear of punishment. They also should align the company's policies and incentives with positive safety behaviors by recognizing and rewarding workers who proactively contribute to safer practices.

Safety first

Embracing the five principles of human and organizational performance can help foster a safer, more resilient industry. These approaches shift the focus from preventing failure to enabling success, empowering workers and creating systems that adapt and improve. With these principles, the roofing industry can move toward a future where safety is not just a rule but a shared value. 🔄🌱

CHERYL M. AMBROSE, CHST, OHST, is NRCA's vice president of enterprise risk management.



FOREMEN FUNDAMENTALS



TO EXCEL, FOREMEN MUST POSSESS A SPECIFIC SET OF SKILLS

by Amy Staska

DO you have a long-tenured, talented foreman who is your go-to choice for a difficult job? Does that foreman have a hard time keeping folks on his crew? Do your crew members respect his knowledge and skills but hate working with him? Have you reached the point of accepting the bad with the good even though no one wants to work for him?

This scenario, though extreme, happens in the roofing industry. Unfortunately, the industry employs a great number of highly skilled, experienced and technically savvy crew leaders who do not have equal skill, experience and savvy when it comes to leading crews and working with people.

Foremen often lack leadership skills and, therefore, lean into various other techniques to coerce crews to do what they want them to do. These can include aggressive behavior, micromanaging and overdependence on rules.

AGGRESSIVE BEHAVIOR

A stereotypical foreman is a hard-charging, take-no-prisoners individual. Although not all foremen have these characteristics, stereotypes persist because they are close to the truth.

Foremen are expected to manage results, and they often believe the results they are expected to produce demand a heavy hand to keep crews in line. They bark orders and expect crew members to deliver. They drive production and quality by belittling those who do not perform as expected. When on job sites, they are explicitly task-focused and intolerant of behavior that doesn't move a job forward.

Installers respond because they are prod- ded. In turn, foremen see the action they want resulting from aggression, so they lean into that behavior regularly.

MICROMANAGING

Micromanaging is a result of the adage "If you want something done right, you have to do it yourself."

A foreman's job is not to install a roof system but to manage those who do. This can be challenging for foremen who excelled at installation and know they do not excel at managing others. And it is hard for foremen to witness others installing roofing materials in less efficient or ideal ways than they would.

So most foremen can't help themselves. They step in. They instruct, stare, insult, demonstrate or, when really frustrated, finish tasks themselves. Because they are unable to manage the big picture, they manage each step instead.

This will result in installers working hard to avoid scrutiny or resigning themselves to a foreman's criticism knowing he or she will redo some of their work no matter what they do.

OVERDEPENDENCE ON RULES

In the off chance foremen are not full of their own certainty, they still need work to proceed and be done well and safely. As a result, they overdepend on rules and appear rigid without explanation. This could mean insisting crew members wear personal protective equipment because the rules require it but not out of concern for people's lives and health. Overdependence on rules also can look like requiring an installer to follow a detail with precision even when it might not be effective in a specific situation.

Installers will notice foremen who are unable to adapt to various situations or do not lean on values to guide their actions. And as soon as a foreman's back is turned, a crew is likely to make its own decisions, which can result in chaos. Crew members who have been constrained crave freedom and have not been trained to appreciate the "whys" of what they are doing.

Behaviors designed to avoid a foreman's scrutiny or wrath are not based on long-lasting growth. Installers in these situations learn how their foremen react—not better skills and work habits.

TYPES OF LEADERS

Foremen are positional leaders meaning crew members are obliged to comply with a foreman's instructions because he or she is the boss.

But blind compliance is rarely motivating and does not usually lead to higher quality work, increased loyalty or production improvements.

The best foremen will be more than positional leaders. They also will be authentic leaders.

Authentic leaders see themselves as something more than people with titles. Authentic leaders seek to embody leadership characteristics, such as respect and trust. They lead by example, and they value accountability and positivity.

TRAITS OF LEADERS

Authentic leaders are respected by their teams. There are two types of respect: basic and earned. Good leaders maintain a basic respect for everyone and especially those for whom they are responsible. Regardless of a person's behavior, this type of respect will never be in question from an authentic leader.

Earned respect develops over time. A foreman may never develop earned respect for a crew member who is unreliable and unskilled but should never lose basic respect for that person.

Trust, another important part of leadership, is earned and the basis of delegation. Levels of delegation are based on freedom to act and are granted based on trust as follows:

Level 1: Before there is trust, a foreman will assign tasks and verify results before a crew member can move on. The foreman will thoroughly guide or assess the work and provide specific corrective measures, expecting exact changes to be made.

Level 2: After a little trust is earned, a foreman may assign a task and ask to see results when the task is completed after which he or she will provide feedback and direct correction.

Level 3: At this level, a foreman assigns increasingly complex responsibilities after which results are discussed and subsequent corrections may or may not need to be proved.

Level 4: By this time, a foreman will assign broad responsibility, spot check accomplishments and generally assume good quality.

An authentic leader begins a relationship with a baseline of trust, assuming positive intent on the part of a crew member but respects the other person enough to not burden him or her with outsized freedom. This is not mistrust; it is an acknowledgment that it would be unfair to the employee, the foreman and everyone else to give this person too much responsibility.

Mistrust is a result of not knowing what can be expected from another person. A leader is wise to mistrust a person who says he or she will do something and then does not follow through.

Good leaders also should hold people accountable for their work. When a leader's corrections are delivered with the intent of improving job quality and helping an installer develop skills rather than to shame or blame, genuine learning is more likely to occur. This also helps installers feel a sense of confidence and competence. Mistakes happen, and teams learn from them together. When interacting with the company or a client, a foreman is ultimately responsible for mistakes and should not point to crew members as scapegoats.

A good leader also provides accountability and positivity for work well done. Letting people know when they execute high-quality work is a level of attention employees crave from their leaders.

WE CAN DO BETTER

The roofing industry employs many foremen who push, blame and micromanage crews to fulfill the tasks required to install roof systems.

The industry also employs some excellent foremen who care about employees and the purpose of their work. These leaders approach their work with respect, trust and a desire to lead by example, and model accountability and positivity. These are the foremen installers want to work with and who will engender a sense of loyalty. 🌟🌟🌟

AMY STASKA is vice president of NRCA University.

DID YOU KNOW?

NRCA's Foreman Leadership Training is designed to equip field managers with the tools they need to become leaders. Learn more at nrca.net/workforce-development/training.



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Photos courtesy of Certified Roofing Systems, Newton, Mass.



Top to bottom: Aerial view of newly completed roof; the Certified Roofing Systems crew



ROOFING CREDIT

Certified Roofing Systems installs silicone coating on a 7-acre roof in Vermont

by Chrystine Elle Hanus



Project name: Brattleboro Development Credit Corp.

Project location: Brattleboro, Vt.

Project duration: Sept. 25-Nov. 20, 2024

Roofing contractor: Certified Roofing Systems, Newton, Mass.

Roof system type: Silicone roof coating

Manufacturer: Holcim Gaco,[®] a subsidiary of Holcim Group, Alpharetta, Ga.

Brattleboro Development Credit Corp., Brattleboro, Vt., is a private, nonprofit economic development organization serving southeastern Vermont. It is one of 12 Certified Regional Development Corporations that assists and supports startup companies, growing companies and global businesses in the region.

When the roof system on the organization's facility began to fail, management called on the team at Certified Roofing Systems, Newton, Mass., for help.

"I met representatives from Brattleboro Development Credit Corporation during a trade show," says Dion Gaines, president of Certified Roofing Systems. "They told me about the issues they were having, and we had a productive conversation about potential solutions that led to a site visit. From there, the project opportunity developed as we assessed their needs and presented our approach to address their roofing challenges."

PREP AND SAFETY

The original 303,000-square-foot roof system consisted of EPDM membrane and polyisocyanurate insulation over a metal roof deck.

"The membrane had aged significantly, with visible deterioration as a result of exposure and time, which contributed to various issues the client was experiencing," Gaines says.

The Certified Roofing Systems crew recommended a silicone roof coating on top of the EPDM membrane, leveraging the existing roof system.





Old EPDM roof



A Certified Roofing Systems crew member at work

“We performed selective repairs, especially where damage or buckling insulation was evident,” Gaines explains. “This method was more cost-effective and environmentally friendly while still providing a strong foundation for the silicone coating.”

To ensure the safety of rooftop personnel, the crew followed Occupational Safety and Health Administration guidelines for working on a large commercial roofing project.

“As part of our setup, we used a warning-line system,” Gaines explains. “For areas closer to the roof edge, we used harnesses. The setup also included fall-protection systems and flags to clearly mark safe zones. This setup minimized risks while allowing efficient material handling and movement on the roof.”

INSTALLATION

After completing repairs, the Certified Roofing Systems crew applied GacoFlex™ S4200 White Elastomeric Silicone Roof Coating, primarily using squeegees and rollers for precision and control.

“We were also prepared with our Graco® GH 933 Big Rig Gas Hydraulic Sprayer to enable strategic application as needed across the large roof,” Gaines explains. “This approach ensured an even, high-quality finish with a coating thickness exceeding 38 mils, enhancing the roof’s durability and weather resistance.”

Team members followed Gaco’s ASP-S4200-34-20 application specifications.

“This adherence to specifications allowed us to secure a 20-year GacoFlex Roofing System Warranty for the client, which includes comprehensive coverage for leak repairs, protection against permanent ponding water and transferable terms. This added long-term value provided peace of mind for the property owner.”

The crew worked between September and November 2024 when fluctuating weather required frequent adjustments to the work schedule.

“We managed by conducting repair work early in the day and resuming coating applications once the roof dried,” Gaines says.

Working during peak foliage season had its pros and cons.

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Space is limited.



Learn more at nrca.net/fei.





New roof in progress



Drone view of newly completed roof

“The timing provided a stunning rooftop environment to work in,” Gaines says. “However, when the wind picked up, falling leaves would sometimes disrupt our workflow by landing on the freshly applied coating, which required us to temporarily halt application to maintain quality.”

Supply chain issues also presented a challenge.

“But careful planning and early orders helped keep the project on track without significant disruptions,” Gaines says.

Despite weather and supply delays, the project was completed within the planned timeframe.

“Our team typically ranged between five to 10 experienced crew members, including technicians specializing in silicone applications,” Gaines says. “I was fortunate to work alongside my executive team—my big brother, Brent Gaines, director of operations at Certified Roofing Systems; Ryan John, executive manager for Certified Roofing Systems; and our foreman, Luis Myancela—whose dedication and expertise were instrumental in delivering the project’s high standards.”

MISSION ACCOMPLISHED

The scale and complexity of restoring Brattleboro Development Credit Corp.’s roof make it a stand-out project for the Certified Roofing Systems team. Applying silicone coating over a massive roof area required precise planning, specialized equipment and an expert team who demonstrated skill while providing a cost-effective, environmentally conscious solution for the building owner.

“This was a unique project in terms of sustainability because we were able to restore the roof instead of replacing it,” Gaines says. “Knowing the project resulted in significant cost-savings for the client was definitely the most rewarding part. It was also extremely satisfying to support an organization that does such impactful work in the community.

“I genuinely appreciate the client’s vision and values and felt proud to deliver a high-quality, long-lasting roofing solution that aligns with their mission and helps them allocate resources more effectively.” 🌱🔧

CHRISTINE ELLE HANUS is *Professional Roofing’s* associate editor and an NRCA director of communications.

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**BEAT
THE
HEAT!**

A playbook for preventing heat-related illness

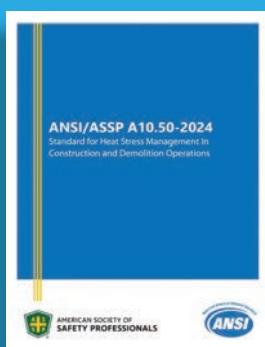
by Adrienne Anglin, CSP

As spring spreads to northern parts of the U.S., more roofing workers are returning to rooftops. During the next 10 years, roofing jobs are expected to grow 6% faster than the average rate for all occupations, according to the Bureau of Labor Statistics. This expected growth projects an additional 13,600 roofing workers will be needed each year—many of these positions replacing retiring workers. Without much experience working in hot, outside environments, new roofing workers are particularly vulnerable to heat stress.

ANSI/ASSP A10.50

As the Occupational Safety and Health Administration moves forward with a federal standard, the American National Standards Institute, A10 committee developed ANSI/ASSP A10.50, “Heat Stress Management in Construction and Demolition Operations,” the first voluntary consensus standard addressing heat. The standard assists users in recognizing signs and symptoms of heat-related disorders in indoor and outdoor work environments; provides methods and strategies for reducing or eliminating workers’ emergent heat-related disorders at construction worksites; and provides planning help to establish training content for workers and supervisors related to heat stress and heat-related disorders.

NRCA’s risk management staff, along with other safety professionals, participated in the development of this voluntary heat standard published in February 2024, available at webstore.ansi.org, to serve as a guide to prevent heat-related illnesses and injuries in the roofing industry and across construction.



The importance of heat-related illness prevention in the workplace to protect new and experienced roofing workers cannot be overstated. If you oversee a crew, it’s important to know how to prevent heat-related illness.

Prevention and preparedness

According to the U.S. Global Change Research Program, heat wave frequency increased from an average of two per year in the 1960s to more than six per year in the 2020s with an average heat wave season lasting 49 days longer.

In 2019, a key finding in research funded by the CPWR-The Center for Construction Research and Training showed construction workers composed of 6% of the total workforce but accounted for 36% of occupational heat-related deaths from 1992-2016. Compared with all construction workers, roofing workers were 6.93 times more likely to experience heat-related death.

A recent 2024 CPWR report regarding heat stress during summer construction work supports the 2019 findings. Notable results showed workers arrived to a job site dehydrated, and roofing workers have higher peak core body temperatures during the workday.

Spring is the perfect time to review and update your company’s heat-safety plans and prepare roofing workers for the coming hot summer months. When it comes to heat stress, prevention is key, and taking steps to prepare work crews should begin long before summer is in the air.

Roofing work is a physically demanding job, requiring a level of fitness, endurance and experience developed over time. Roofing workers are construction athletes who carry heavy loads across uneven surfaces. Your heat-related illness prevention playbook doesn’t need to be fancy to be effective.

First, examine how you do your work. Are there opportunities to shift intense work to cooler parts of the day or rotate tasks among workers? Consider how workers are dressed. Do you shift to lighter-colored, loose-fitting, breathable clothing in the summer? Is it common for workers to wear hats, neck shades or use sunblock in the summer months?

Training and education

Next, be sure crews are knowledgeable about and know how to prevent heat-related illnesses. Training and education should include recognizing signs and symptoms and how to respond in an emergency, leading to better choices made on high-heat days.

A lot of heat-related illness prevention happens outside of work. Employees should know their personal health risks related to heat exposure. From pre-existing medical conditions to side effects of medications, each person is unique in how he or she will respond to heat. There is a lot a person can do before a heat wave begins to help prevent heat-related illnesses during a high-heat day. Three simple but significant precautions remain fundamental:

- **Hydration.** Hydration starts long before a high-heat day at work. Hydrating should start at least one day (24 hours) before a heat event begins and is a conscious effort on the part of the individual. For an intense work shift when high heat is expected, workers should begin hydrating 48 hours before the start of the shift to prep for success. This means actively drinking fluids consistently throughout the days leading up to the high-heat event. Alcohol, sugary drinks and caffeinated products like coffee all work to dehydrate your body and should be avoided.
- **Rest breaks.** Frequent breaks help lower body temperature, which can prevent heat-stress events. Taking breaks can help maintain productivity by preventing heat-induced fatigue. Benefits increase when breaks are in cool, shaded areas. The core body temperature of an outdoor worker can lower in as little as eight minutes when taking a break in a cool, shaded area. Additionally, these breaks can serve as good check-ins on team hydration and overall wellness.
- **Acclimatization.** For new and returning workers, acclimatization is simply the process of getting used to the strain of work during the stress of heat. In this case, acclimatization is a gradual increase in the length and intensity of the work over a span of one to two weeks to get used to the overall load on the body. The roofing athlete is much like any other athlete—it takes time to condition the body to deal with the demands of the work and achieve peak performance.

Regulatory timeline

To maintain an up-to-date playbook, be familiar with regulatory requirements and stay abreast of requirements that can change.

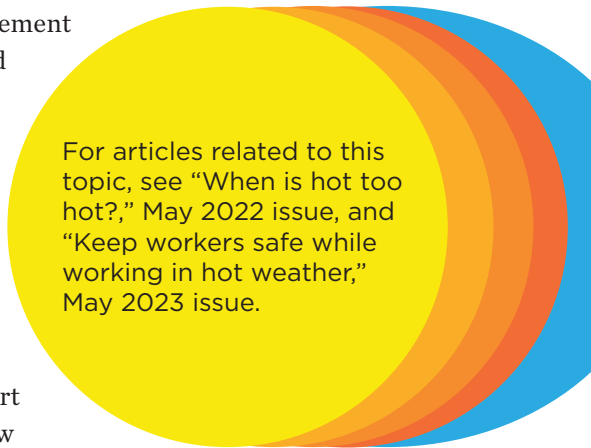
In 2021, the Occupational Safety and Health Administration published an Advanced Notice of Proposed Rulemaking for Heat Injury and Illness Prevention in Outdoor and Indoor Work Settings that applies to all workplaces. This document asked more than 100 questions seeking input regarding numerous aspects of heat-related illness prevention.

NRCA submitted independent comments to OSHA in response to the notice as well as signed onto comments submitted by the Construction Industry Safety Coalition, which is composed of construction trade associations.

In April 2022, OSHA launched an enforcement National Emphasis Program for Outdoor and Indoor Heat-Related Hazards that applies to outdoor and indoor workplaces in construction and general industry. The National Emphasis Program is set to expire in April 2025, three years following its issuance, unless OSHA extends the term.

On Aug. 25, 2023, OSHA proceeded with the Small Business Regulatory Enforcement Fairness Act phase of the proposed rulemaking that concluded Nov. 3, 2023. NRCA members Rod Petrick, president of Ridgeworth Roofing Co. Inc., Frankfort, Ill., and John Fleming, president of Weathercraft Co. of Colorado Springs, Fountain, Colo., participated in this phase as small entity representatives and took part in Small Business Advocacy Review panel interviews, helping ensure the roofing industry had a meaningful voice in the rulemaking process.

Thanks to NRCA member participation, many recommendations from small entity representatives were included in the Small Business Advocacy Review panel report submitted



For articles related to this topic, see “When is hot too hot?,” May 2022 issue, and “Keep workers safe while working in hot weather,” May 2023 issue.

to OSHA. By sharing their perspectives in panel interviews, these NRCA member companies successfully shifted heat triggers to a more reasonable level, helping the panel understand the need for as-needed rest breaks, rather than rigidly timed rest breaks, and getting the proposed rule focused toward employee training.

On Aug. 30, 2024, following the Small Business Regulatory Enforcement Fairness Act review,

OSHA published a Notice of Proposed Rulemaking in the Federal Register giving the industry the first glimpse of the proposed heat standard.

OSHA solicited feedback from stakeholders through a 120-day public comment period with a deadline of Dec. 30, 2024. Because of the complexity of the standard, NRCA and many others requested a comment period extension. OSHA granted a 14-day extension with the comment deadline moved to Jan. 14, 2025.

One size does not fit all

The text of the proposed regulation is only 20 pages, but the Notice of Proposed Rulemaking contains 376 pages of detail and background information. The proposed standard is an attempt at a “one-size-fits-all” heat-related illness prevention solution for indoor and outdoor workers that would apply in all general industry, construction, maritime and agriculture sectors where OSHA has jurisdiction.

Following are the main requirements for a heat-related illness and injury prevention plan contained in the Notice of Proposed Rulemaking:

- Heat safety coordinators
- Heat monitoring
- Initial and high-heat triggers

- Record keeping
- Paid rest breaks
- Supply of large amounts of water
- Shaded break areas
- Acclimatization
- Comprehensive training for workers and supervisors.

NRCA recognizes heat as a serious workplace hazard affecting roofing workers and continues to pursue improved worker health and safety through advocating for a workable, practical standard that will achieve the goal of reducing the effects of heat illness and injuries in the roofing industry.

But the proposed standard contains areas of concern and opportunities for improvement and is highly prescriptive and overly burdensome to employers in its current form. For example, employers are required to make available 1 quart of water per employee per hour. The potential confusion to provide this quantity of water versus consumption of this quantity of water can lead to drinking too much water for some people, risking a potentially dangerous illness called hyponatremia. NRCA is urging OSHA to further clarify this in the proposed standard.

Another area of concern is failure to account for or recognize the potential role of poor air quality from sources such as wildfires in heat-related illness numbers as heat-related illness cases can increase by as much as four times on a bad air quality day.

NRCA proposed positions

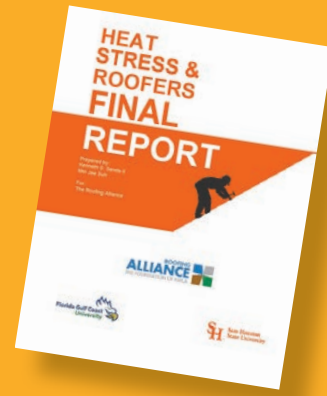
NRCA will continue to advocate for a flexible standard that does not replace one hazard with another and holds the following positions:

- The scope of the proposed rule does not account for the complexity of issues associated with the construction industry. There are significant differences in workers’ job tasks and environmental conditions. The construction environment is inherently fluid. NRCA has significant concerns with any regulatory approach that fails to take this into



HEAT STRESS FOR ROOFERS TRAINING COURSE

The Roofing Alliance, in partnership with Florida Gulf Coast University, Fort Meyers, created the Heat Stress & Roofers Final Report, which serves as the basis for heat-related illness prevention training. The modules provide important industry heat-stress data and its effects on roofing workers, including how to prevent heat-related illness, contributing risk factors, policies and regulations surrounding heat stress, and a guide for developing a workplace heat-related illness plan. The report is available at shop.nrca.net.



- account but instead imposes prescriptive, complicated requirements on construction industry employers. OSHA's estimates of the amount of time needed for many employers to comply with this regulation is grossly underestimated.
- The proposed rule contains different requirements for indoor and outdoor work environments, which will create confusion and compliance difficulties for employers whose employees must work in both environments throughout the workday.
 - Heat metrics used for monitoring should be easy to understand. Whether heat index or ambient temperature, employers need readily available and easily understandable options for heat measurement.
 - NRCA believes caution should be exercised when attempting to regulate general health hazards not unique to the workplace. For example, as previously discussed, hydration starts days before a heat event. Consequently, someone's personal activities outside of work can be a large factor in a heat-related illness event.
 - Heat injury and illness-prevention program requirements are overly prescriptive and should be simplified and allow for recognition of an employer's good faith efforts to comply. Employers also should be able to keep their current, effective heat-related illness prevention programs.
 - Mandatory frequency of rest breaks, prescriptive emergency response requirements,

excessive record-keeping requirements and environmental monitoring are overly prescriptive and burdensome to employers.

- Although OSHA made some progress in adjusting the initial and high-heat triggers, they still are too low and do not account for geographical differences across the U.S.
- The high-heat trigger's mandatory rest break frequency (every two hours) could expose employees to additional dangers and affect certain job-site tasks.
- Acclimatization requirements are not workable as currently outlined in the Notice of Proposed Rulemaking.
- The length of the compliance timeline should make economic sense by allowing contractors to work through back-log rather than forcing them to absorb additional implementation costs.

NRCA is available to help

NRCA is available to provide resources and training regarding heat safety and other safety-related topics.

For more information about preventing heat-related illnesses, visit NRCA's Health and Safety webpage at nrca.net/safety.

Members are encouraged to take advantage of NRCA's resources, including Toolbox Talks available at no charge for members (\$195 for nonmembers) for additional resources to educate workers. 🌞🔥

ADRIANNE ANGLIN, CSP, is NRCA's director of safety and risk management.

MANUFACTURER NEWS

IKO Industries to open new facility

IKO Industries, Wilmington, Del., has announced plans to open a new granule facility for its subsidiary, Bismarck Granules, in Bismarck, Mo.

The facility will directly supply granules to IKO's shingle plants across the U.S. Bismarck Granules is partnering with New Frontier Materials, Maryland Heights, Mo., to secure feedstock to be used as input to the process. PENTA Engineering Corp., St. Louis, also is collaborating on the project.

"We are excited to see this important project proceeding," says David Koschitzky, CEO of IKO North America. "It is the culmination of several years of effort by both our team and our partners to finalize a facility that will play an essential role in supplying our U.S. operations. In addition to our team, our local partners at New Frontier Materials and Subhash Mohan and the group at PENTA Engineering Corp. deserve a great deal of thanks for helping us get to the start of construction of this state-of-the-art facility."

Construction on the facility is underway, with plans to open in 2026.

DaVinci® Roofscapes announces 2024 Project of the Year Awards

DaVinci Roofscapes, Lenexa, Kan., has announced the winners of its 2024 DaVinci Masterpiece Contractor Project of the Year Awards. Five residential projects and one commercial project were chosen to receive the prestigious award. Qualifications included excellence of installation work, outstanding visual effect, and ability of the roofing work to transform the look of a home or commercial project.

The residential project winners include: Allstar Construction, Eden Prairie, Minn.; NRCA member Great Roofing & Restoration, Westerville, Ohio; JnJ Restoration, Evanston, Ill.; Oconee Designer Roofing, Milledgeville, Ga.; and NRCA member Shake Guys, Lake Zurich, Ill. The commercial project winner was Totin Too LLC, Wexford, Pa.



Great Roofing & Restoration's project



Shake Guys' project



TAMKO awards new roof

TAMKO Building Products, Galena, Kan., in partnership with the Kansas City Chiefs, has announced the winner of Operation Rooftop. The program aims to honor the dedication and sacrifices made by U.S. service members by providing the winner with a roof system from TAMKO Building Products featuring its Titan XT® shingles.

This year's Operation Rooftop recipient is retired Marine Corps veteran Garron Abernathy from Blue Springs, Mo.

"I'm incredibly grateful to the Chiefs and TAMKO Building Products," Abernathy says. "As veterans, we're wired to take care of one another, and it means so much to see that same care reflected back from the community. It's a powerful reminder that our service is appreciated, and having that recognition is something I'll never take for granted."

More information about Operation Rooftop is available at tamko.com.

NRCA NEWS

NRCA launches Spanish podcast

NRCA has made available its Spanish podcast, Voces Desde el Techo.

The podcast aims to tell inspiring stories of people working in the roofing industry and recounts their journeys to successful and fulfilling careers.





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nrca.net/shop/technical



NRCA

DISTRIBUTOR NEWS

ABC Supply honored

ABC Supply Co. Inc., Beloit, Wis., has been selected as the recipient of the 2025 NAW Distributors Deliver Award. The prestigious award recognizes forward-thinking wholesaler distributors that demonstrate industry leadership, robust community engagement and a transformative approach to innovation in the distribution sector.

“From its continuous pursuit of operational excellence and customer-focused solutions to its far-reaching philanthropic efforts, ABC Supply sets a high bar for our entire distribution company,” says Eric Hoplin, president and CEO of NAW. “ABC Supply’s success and ongoing contributions to the distribution industry embody the spirit of the Distributors Deliver Award.”

The company was recognized for the achievement in January at the NAW Executive Summit in Washington.

In addition, ABC Supply has opened three new locations in Greeley, Colo.; Mountain Home, Ark.; and Sanford, N.C.

Beacon announces award winners

Beacon, Herndon, Va., has honored five supplier partners with awards for their service commitments in 2024.



- NRCA member Acculynx, Beloit, Wis., received the Integration Partner Award, which is awarded to a software integration partner that collaborates to create best experiences for customers.
- NRCA member CertainTeed, Malvern, Pa., received the Supplier of the Year Award, which is awarded to a supplier that stands out in every aspect of supporting Beacon’s mission to help customers build more.
- Louisiana-Pacific, Nashville, Tenn., received the Trail Blazer Award, which is awarded to a supplier that looks for new ways to innovate and partner.
- NRCA member Owens Corning, Toledo, Ohio, received the TRI-BUILT® Award, which is awarded to a supplier that shares Beacon’s vision for building its premium-quality exclusive brand.
- Penske, Reading, Pa., received the BUILDING BETTER Award, which is awarded to a supplier that shares Beacon’s values and is committed to people and the planet.

OTHER NEWS

Snow guard safety month created

Rocky Mountain Snow Guards Inc. has created

National Snow Guards Safety

Month, to be held every March. The safety month aims to highlight the importance of snow guard usage for property owners living in areas with snowfall and educate roofing contractors about the safest ways to install snow guards.

“Safety and education are two areas we intend to shine a spotlight on during National Snow Guards Safety Months,” says Lars Walberg, president of Rocky Mountain Snow Guards. “The proper installation of a snow guard system can help save lives and prevent property damage.”

Information about the safety month, as well as snow guard information and installation videos, are available at rockymountainsnowguards.com.



MCA announces 2025 leadership



The Metal Construction Association

has announced its 2025 board of directors and executive committee.

Chandler Barden, president of Cidan Machinery, Peachtree City, Ga., is the new chair of the board. The executive committee members are as follows:

- LeeAnn Slattery, sales support manager for NRCA member ATAS International, Allentown, Pa., will serve as vice chair.
- Bill Hartford, sales director and marketing manager of NRCA member Sherwin-Williams Coil Coatings, Cleveland, will serve as treasurer.
- David Stermer, director of engineering for Metal Sales Manufacturing Corp., Sellersburg, Ind., will serve as secretary.
- Brian Partyka, vice president of business development for NRCA member Carlisle Companies Inc., Carlisle, Pa., will serve as past chair.
- Mark Carlisle, construction industry marketing manager for U.S. Steel Corp., Pittsburgh, will serve as market development chair.

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- Todd Miller, president of Isaiah Industries Inc., Piqua, Ohio, will serve as MRA president.

New members of the board of directors include:

- Sean McCue, business development manager for Precoat Metals, St. Louis
- Karan Patel, metal product manager for Nashville, Tenn.-based Holcim's Elevate™ brand
- Jodi Wagoner, construction account manager for Steel Dynamics Inc., Fort Wayne, Ind.

A full list of the executive committee and board of directors is available at metalconstruction.org.

UP THE LADDER

The Durable Slate Co. has named **Gary Howes** principal.

Klein & Hoffman has elected **Jason Wilen, AIA, NCARB, CDT, RRO**, to its board of directors.

Long Beach Roofing, a subsidiary of Columbia Roofing and Sheet Metal, has promoted **Elayne Padron** to branch manager.

Christian Bode has been made MuleHide's territory manager for Hawaii. **Alisha Parker** is now the company's training manager.

S-5! has made **Ken McLauchlan** its national accounts and business development manager.

NRCA NEW MEMBERS

ARCHITECTS/ENGINEERS/ CONSULTANTS

BTL Architects, Chicago
 FV+A Architects, Lakewood, Calif.
 Jack Gray's Roof Observations, Ivoryton, Conn.
 Valor Forensic Engineering Services LLC, Bixby, Okla.
 Zero Suit Consulting, Levittown, Pa.

CONTRACTORS

Aarco Contracting, New York
 Achilles Roofing & Exterior, Houston
 AIS Construction Inc., Hazel Park, Mich.
 AJL Group, Cincinnati
 All Out Roofing LLC, Katy, Texas
 Allwine Roofing, Tulsa, Okla.
 Almost Heaven, Charleston, W.V.
 Amtex Associated Contractors, Houston
 Anderson Roofing and Repairs, San Antonio
 Bul-Tec, Indianapolis
 CRS Commercial, Ontario, Canada
 Discount Roof Inc., Valparaiso, Ind.
 DSG Construction LLC, Glencoe, Minn.
 Easy Roofing LLC, Land O' Lakes, Fla.
 Four Seasons Construction LLC, Dayton, Ohio
 GK Roofing, Leander, Texas
 GN Roofing, Santa Maria, Calif.
 Kammerling Construction, Franklin, Ind.
 KL Prestige Roofing LLC, Atlanta

Lakeside Roofing Solutions,
 Benton Harbor, Mich.
 Lexington Blue, Lexington, Ky.
 Oakwood Builders—FS Division,
 Sewell, N.J.
 Omnia Exterior Solutions, Trophy Club, Texas
 Pegasus Restoration LLC, Columbus, Ohio
 Queen Roofing Inc., Marina Del Ray, Calif.
 Renewed Restoration Group, Fort Worth, Texas
 Rivers Construction LLC, Milton, Vt.
 Roofing and More LLC, Jurupa Valley, Calif.
 Seamless Building Systems, Oconomowoc, Wis.
 Shepherd Renovations, Dallas
 South Bend Roofing Co., South Bend, Ind.
 Uptown Roofing & Co., North Richland Hills, Texas

MANUFACTURERS

Central States Manufacturing, Tontitown, Ark.
 Unilock, Aurora, Ill.

MEMBER BRANCH

Pieros Roofing, a Tecta America Co., Somerville, N.J.

SERVICE PROVIDERS

BuildCaptive Inc., Stouffville, Ontario, Canada
 Revolution Roofing, Moody, Ala.





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EVENTS

MARCH

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Virtual CERTA Train-the-trainer**

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nrca.net

**13-14
NRCA's Virtual Qualified Trainer Conference**

NRCA
Online
Contact: Crystal Wukovits, manager of NRCA University
cwukovits@nrca.net
nrca.net

**18-20
NERCA's 96th Annual Convention & Trade Show**

North/East Roofing Contractors Association
Atlantic City, N.J.
Contact: NERCA
(781) 849-0555
nerca.org

**26-27
Fall-protection Trainer Course for Roofing**

NRCA
Elgin, Ill.
Contact: Rich Trewyn, NRCA's director of enterprise risk management
(847) 493-7575 or rtrewyn@nrca.net
nrca.net

APRIL

**8-9
Roofing Day in D.C. 2025**

NRCA
Washington, D.C.
Contact: NRCA's Washington, D.C., office
(800) 338-5765
nrca.net/advocacy/roofingday

**17
CERTA Train-the-trainer**

NRCA
Elgin, Ill.
Contact: NRCA's Customer Service Department
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nrca.net

**23-25
The Roofing Alliance Member Meeting**

The Roofing Alliance
San Diego
Contact: The Roofing Alliance
roofingalliance@nrca.net
roofingalliance.net

MAY

**14
Virtual CERTA Train-the-trainer**

NRCA
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nrca.net

JUNE

**4-6
FRSA's 103rd Annual Convention and the Florida Roofing & Sheet Metal Expo**

Florida Roofing and Sheet Metal Contractors Association
Kissimmee, Fla.
Contact: Rachel Zehnal, expo director
(800) 767-3772, ext. 199, or rachel@floridaroo.com
floridaroo.com

**25-26
SkillsUSA® National Leadership & Skills Conference**

SkillsUSA
Atlanta
Contact: SkillsUSA Customer Care
(844) 875-4557 or customer service@skillsusa.org
nlsc.skillsusa.org

JULY

**15-18
NRCA's Midyear Committee Meetings**

NRCA
Chicago
Contact: NRCA's Customer Service Department
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Under the new Trump administration, several states are poised to ensure companies comply with local rules that are not in effect at the federal level, such as the proposed national heat standard.

Learn more about the heat standard and how to prevent heat-related illnesses on page 40.



According to a 2021 industry forecast, the global roofing market is projected to reach **\$156 billion** by 2030, with a **4.3%** annual increase.

Source: Allied Market Research



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3. Listen for the relationship and the content
4. Listen for values

For more traits of good leaders, go to page 30.



More than **56,000 falls** to a lower level were reported in the construction industry in 2020.

Learn how to approach safety culture at your company on page 24.

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André Coppin, RRC, RRO
Seattle, WA



Registered Roof Consultants (RRCs) are independent roofing experts with industry-wide knowledge of materials performance and design requirements. An RRC is knowledgeable of every facet of the roof construction process and serves as the building owner's councilor for matters on both existing and new construction. The demand for the RRC credential continues to grow as the industry recognizes the value of the RRC's quantified skill set.

GCK EXAM:* ? 90 QUESTIONS ⌚ 4 HOURS

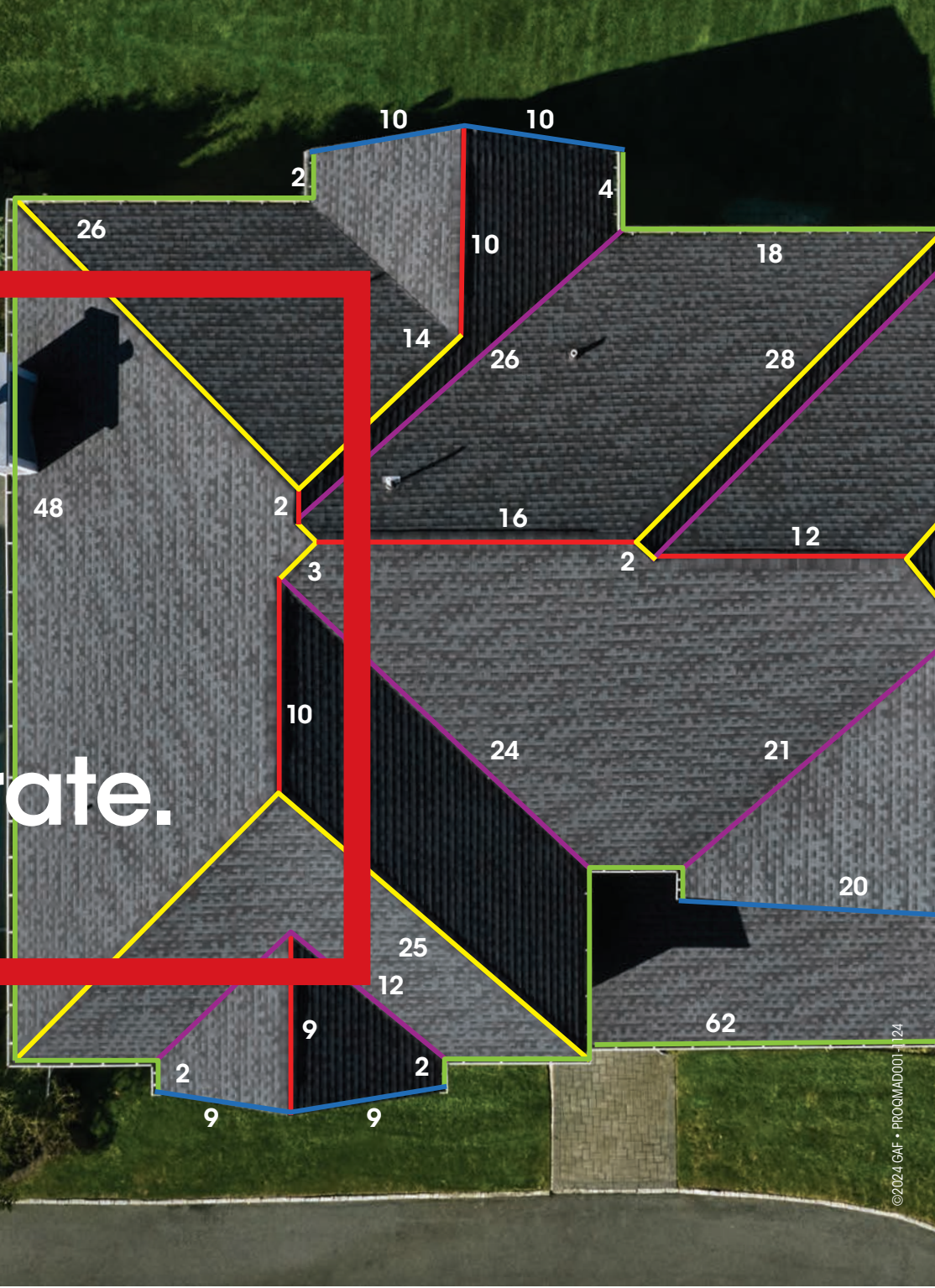
RRC EXAM: ? 60 QUESTIONS ⌚ 4 HOURS

Registered Roof Observers (RROs) are roofing quality assurance observers who monitor the construction process and report roofing project compliance with approved construction specifications and best-practice installation procedures. An RRO is an on-site monitor for the design team. The RRO's vigilance helps keep construction on track with milestone tasks, deadlines, and budget. The RRO credential is the preferred standard of practice for quality assurance professionals.

RRO EXAM: ? 75 QUESTIONS ⌚ 3 HOURS



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