



PROFESSIONAL DEVELOPMENT

ENGAGE | GROW | INSPIRE | LEAD

2025
COURSE CATALOG





ENGAGE | GROW | INSPIRE | LEAD

United Contractors (UCON's) ongoing Professional Development Program supports member skill development, leadership capacity and problem-solving.



- Leadership, Continuing Education, and Industry Specific courses to give your team the advantage.
- Most courses **FREE TO MEMBERS IN 2025!**
- **Over 2,800 registrations** from **over 260 companies** attended in 2024.
- Professional Development rated **4.6/5** on UCON's annual survey, proving to be an integral member benefit; **over 10 classes rated 5/5.**



UCON'S 2025 PROFESSIONAL DEVELOPMENT PROGRAM

INVEST IN YOUR PEOPLE

The United Contractors Board of Directors invites you to invest in your people. UCON has elevated your Professional Development Program for 2025. Most of the classes are FREE to members!

TAKE ADVANTAGE OF THIS UNIQUE MEMBER BENEFIT

Encourage your teams to sign up. You will find classes focused for field, office, safety, H/R, and senior leadership—something for everyone.

LEAD, MANAGE, INFLUENCE, COACH AND ELEVATE OTHERS

Participants are more effective in the workplace, make meaningful contributions to teams, and advance in their careers.

Stay on top of additional classes and seminars—visit **[UNITEDCONTRACTORS.ORG/CALENDAR](https://unitedcontractors.org/calendar)** for the very latest. For any questions regarding UCON's programs, contact Angelica Gouig, Director of Member Experience, via email at agouig@unitedcontractors.org or (925) 362-7309.



CLASS SCHEDULE - BY DATE

PROGRAM	DATE • TIME • LOCATION	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
Best Practices Dispatching, Hiring, Lay-offs, & Termination (S. CA)	February 18 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
Best Practices Dispatching, Hiring, Lay-offs, & Termination (N. CA)	February 20 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
Mastering Prevailing Wage CPRs to 3rdParty Compliance	February 27 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
Human Empowerment: How Great Leaders Set the Stage for Stellar Performance	March 5 • 2:30pm-4:30pm • Virtual	Stephane McShane, Maxim Consulting Group	None	FREE/\$100	00
Imposter Syndrome Webinar	March 7 • 2:30pm-4:30pm • Virtual	Estie Briggs, Briggs Performance Consulting	None	FREE/\$100	00
PLAs, Pre-Jobs, & Jurisdictional Disputes	March 11• 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
Project Management Career Advancement (PMCA) [ANAHEIM]	March 12 • 4:00pm-8:00pm •In-Person	Multiple - See pages 10-14	20	Early Bird: \$2200/\$2300 Standard: \$2215/\$2315	0
Project Engineer Bootcamp [Q1]	March 20 • 9:00pm-12:00pm • SOLD OUT	Paul Stout, Power Summit	25	Early Bird: \$500/\$600 Standard: \$515/\$615	00
Ways Technology & Insurance Collaborate to Dramatically Reduce Risk	April 15 • 12:00pm-1:00pm • Virtual Lunch & Learn	Russ Young, Tenna	None	FREE/\$100	00
CBA Payroll Rules (N. CA)	April 29 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
Dictator to Coach: How to have coaching conversations	April 24 • 2:30pm-4:30pm • Virtual	Eric Anderton, Construction Genius	None	FREE/\$100	00
CBA Payroll Rules (S. CA)	April 29 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
AI for Sr Executives in Construction	May 6 • 12:00pm-1:00pm • Virtual Lunch & Learn	Jesse Chor, Tanda	None	FREE/\$100	00
How to Give and Receive Feedback Effectively	May 8 • 12:00pm-1:00pm • Virtual Lunch & Learn	Cody Miller and Janet Breitenbach	None	FREE/\$100	00
AI for Construction: Better, Safer and More Productive Worksites	May 13 • 12:00pm-1:00pm • Virtual Lunch & Learn	Russ Young, Tenna	None	FREE/\$100	00
Atomic Values: Making Change That Lasts	May 15 • 12:00pm-1:00pm • Virtual Lunch & Learn	John Petersen, Threshold Rising	None	FREE/\$100	00
CBA Subcontracting Rules (N. CA & S. CA)	May 20 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
Skilled & Trained Workforce	June 5 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	0
Four Pillars of Trust: Teamwork That Matters	June 10 • 12:00pm-1:00pm • Virtual Lunch & Learn	John Petersen, Threshold Rising	None	FREE/\$100	0

PROGRAM	DATE • TIME	INSTRUCTOR	CLASS LIMIT	COST \$\$ MEMBER/NON-MEMBER	PAGE
Quit While You Are Ahead	June 12 • 12:00pm-1:00pm • Virtual Lunch & Learn	Cody Miller and Joseph King Barkley	None	FREE/\$100	00
Project Management Career Advancement (PMCA) [SAN RAMON] 2025 Communication Masterclass	June 17 • 4:00pm-8:00pm • SOLD OUT	Multiple - See pages 10-14	20	Early Bird: \$2885/\$2985 Standard: \$2900/\$3000	0
Transitioning from Individual Contributor to Manager 2025 Communication Masterclass	June 26 • 2:30pm-4:30pm • Virtual	Eric Herdman, LLC	None	FREE/\$100	00
Communication Bootcamp	July 10 • 9:00am-12:00pm • Virtual	Eric Herdman, LLC	25	Early Bird: \$500/\$600 Standard: \$515/\$615	00
Basics & Best Practices Apprenticeship	July 16 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
The Long Haul	July 22 • 12:00pm-1:00pm • Virtual Lunch & Learn	Cody Miller and Joseph King Barkley	None	FREE/\$100	00
Mastering the Workers’ Comp Maze Expert Strategies for Success	July 31 • 12:00pm-1:00pm • Virtual Lunch & Learn	Victor Sella, United Contractors	None	FREE/\$100	00
Project Management Career Advancement (PMCA) [VIRTUAL]	Aug 7 • 4:00pm-8:00pm • Virtual	Multiple - See page 8	25	FREE/\$100	00
Fearless Field Leader - SAN RAMON	Aug 14 • 4:30pm-8:00pm • In-Person	Mark Breslin, United Contractors	100	Early Bird: \$210/\$310 Standard: \$225/\$325	00
Achieving Work-Life Balance	Aug 26 • 2:30pm-4:30pm • Virtual	Eric Herdman, LLC	None	FREE/\$100	00
How to Maximize the Performance of Business Development and Sales People	Aug 28 • 2:30pm-4:30pm • Virtual	Eric Anderton, Construction Genius	None	FREE/\$100	00
Certified Payroll– Answering Contractors Most Frequently Asked Questions	Sep 4 • 2:30pm-4:30pm • Virtual	Darbi Griffin and Jesse Jimenez, FFC and Ruby Varnadore, United Contractor	None	FREE/\$100	00
Project Engineer Bootcamp [Q3]	Sep 9 • 9:00pm-12:00pm • Virtual	Paul Stout, Power Summit	25	Early Bird: \$500/\$600 Standard: \$515/\$615	00
Powerbase: How to Improve Relationships	Sept 16 • 2:30pm-4:30pm • Virtual	Eric Anderton, Construction Genius	None	FREE/\$100	00
Leading and Managing Change	Sep 30 • 2:30pm-4:30pm • Virtual	Bill Treasurer, Giant Leap Consulting	None	FREE/\$100	00
Life Cycle of Estimating	Oct 14 • 2:30pm-4:30pm • Virtual	Stephane McShane, Maxim Consulting Group	None	FREE/\$100	00
Harassment Prevention Training	Nov 4 • 2:30pm-4:30pm • Virtual	Rachael Brown, Sweeney Mason LLP	None	FREE/\$100	00
New Industry Updates	Dec 9 • 2:30pm-4:30pm • Virtual	Roger Mason, Sweeney Mason LLP	None	FREE/\$100	00

LEADERSHIP

MARCH 5

Human Empowerment: How Great Leaders Set the Stage for Stellar Performance

Wednesday, March 5; 2:30pm-4:30pm

Instructor: Stephane McShane, Maxim Consulting
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100
Survey Rating: 4.8

Every organization strives for greatness, which comes from the level of engagement and performance of its employees. Psychological safety is not about “being nice” or “being comfortable.”



Rather, it is creating a culture where input is encouraged and recognized. It is an environment where people are unafraid to ask for assistance or admit to making mistakes. It is a space where ideas can be challenged constructively in the desire to pursue continuous improvement.

- Discuss the benefits of psychological safety
- List the behaviors to avoid that will sabotage psychological safety
- Outline the questions to ask to determine whether this is a problem for your organization
- Describe strategies for improving leadership practices to create the right environment for engagement

Who Should Attend: Managers, Leaders, and Team Leads

MARCH 12 - MAY 22

Project Management Career Advancement Program (PMCA) - ANAHEIM

Anaheim - In-Person

**Wednesdays, March 12 - May 22;
4:30pm-8:00pm**

(See pages 10-14 for more details)

JUNE 12

Quit While You Are Ahead

Thursday, June 12; 12:00pm-1:00pm

Instructor: Cody Miller and Joseph King Barkley, Novus Global
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

Why succeeding is the best time to innovate and reinvent? Forget the 15 minutes of fame. You want to achieve success and sustain it. Learn how to identify when “too much of a good thing” threatens to intoxicate your company or industry and how to know precisely when to launch a new chapter or idea. It will help you stay in the front of the pack as the world continues to shift around you.



- Understand the importance of getting clear on your vision and how it fits into the bigger picture.
- Learn how to identify when and why you are choosing comfort over growth.
- Increase the awareness of where and how you might be getting in your way.

Who Should Attend: Leaders who are celebrating success and also striving more for themselves and their teams

JUNE 17 - AUGUST 26

Project Management Career Advancement Program (PMCA) - SAN RAMON

San Ramon - In-Person

**Wednesdays, June 17 - August 26;
4:30pm-8:00pm**

SOLD OUT

(See pages 10-14 for more details)

June 26

Transitioning from Individual Contributor to Manager

Thursday, June 26; 2:30pm-4:30pm

Instructor: Eric Herdman, LLC
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

Becoming a leader doesn't happen overnight; it is a process of learning and growth, both personal and professional.

Although the early days of a new leadership position can be stressful, it is key to both the individual and the organization that they are successful. In this course, you will learn some of the issues that confront new managers and how to meet the goals of becoming a successful team leader. Participants will learn how to navigate the challenges of leadership, build strong teams, and foster a culture of collaboration and growth.



- Learn the challenges that new managers face
- Discover how to hold others accountable
- Explore why it is okay to ask for help
- Review how to lead with Emotional Intelligence
- Practice nonverbal communication skills
- Learn how to communicate with different personality types

Who Should Attend: This course targets individuals in the following 3 stages:

Stage 1: The person who wants a leadership position but has no leadership training or experience.

Stage 2: The emerging, up-and-coming leader that has some training in leadership, or is being groomed or mentored but lacks real-world leadership role experience and wants to hone relevant leadership skills.

Stage 3: The leader that has just been given a team to lead and is experiencing some challenges that come with that transition and wants to resolve them.

JULY 22

The Long Haul

Tuesday, July 22; 12:00pm-1:00pm

Instructor: Cody Miller and Joseph King Barkley, Novus Global
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

Creating a culture of sustained progress and joy in the workplace.



Can you imagine working so hard that it lands you in the hospital? That is exactly what happened to Joseph Barkley, our facilitator for this session. Since then, he's learned how to allocate his energy and talents in ways that give him boundless energy, focus, and huge dividends. This is not only what we want as leaders, it's the culture we want to create in our teams. This shift will make work-life-giving and the workplace magnetic to the best candidates.

- Learn how there is suffering that steals and suffering that gives, and how you get to choose.
- Understand the impact and costs of choosing a high-performer mindset.
- Promoting a culture of leadership and continuous growth within teams and organizations.
- Identifying and committing to next steps to move you on to the next phase of your growth and development.

Who Should Attend: Leaders struggling with burnout and fatigue, or seeing it in their teams.

AUGUST 7 - NOV 6
Project Management Career
Advancement (PMCA) - VIRTUAL

Thursdays, Aug 7 - Nov 6; 9:00am-12:00pm
Instructor: Various
Class Style: Virtual | Class Limit: 25
Cost –
Member: Early Bird \$2400; Standard \$2415;
Non-member: Early Bird \$2500; Standard \$2515
Early Bird (EB) Expires: July 7

See page 10, for
more information.



AUGUST 14
Fearless Field Leader -
SAN RAMON

Thursday, Aug 14; 4:30pm-8:00pm
Instructor: Mark Breslin, United Contractors
Class Style: In-person | Class Limit: 100
Cost – Member: Early Bird \$210; Standard \$225;
Onsite \$275 | Non-member: \$310; Standard \$325;
Onsite \$375

Location: San Ramon Marriott
2600 Bishop Dr, San Ramon, CA 94583

See page 9, October 10, for more information.



SEPTEMBER 30
Leading and Managing Change

Tuesday, Sept 30; 2:30pm-4:30pm
Instructor: Bill Treasurer, Giant Leap Consulting
This is a Free class for members.
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: Free | Non-member: \$100

A leader's job is to make tomorrow better than today. Leaders drive improvement, making positive change a central part of their role. Leaders must constantly challenge the status quo to drive growth and innovation.



- Why change is critical to effective leadership.
- How mental rigidity thwarts change, and what to do about it.
- Four common responses to change, and how leaders can predict and influence the way people respond to change.
- Why people resist change, and how to overcome change resistance.
- Easy-to-use tools to help plan for and manage change.
- Tips for successful change.

Who Should Attend: Anyone in a leadership role or responsible for leading significant change initiatives.

OCTOBER 10
Fearless Field Leader -
POMONA

Friday, October 10; 4:30pm-8:00pm
Instructor: Mark Breslin, United Contractors
Class Style: In-person | Class Limit: 100
Cost – Member: Early Bird \$210; Standard \$225;
Onsite \$275 | Non-member: \$310; Standard \$325;
Onsite \$375

Location:
Sheraton Fairplex Hotel and Conference Center
601 West McKinley Avenue, Pomona, CA 91768

Do you want to be recognized as a Professional Foreman, Leader, and Manager? Register for this seminar that focuses on key strategies and techniques to emerge as leaders, mentors, and innovators on the jobsite. There is no other program in the construction industry that provides a more comprehensive, uniquely focused people skills training specifically for construction Foremen. This class includes a copy of the book Five Minute Foreman by Mark Breslin.



- Improve productivity, accountability, motivation, and performance
- Communicate and connect with your team
- Increase buy-in and loyalty for the crew and company
- Present yourself as a Leader
- Motivate with positive reinforcement
- Learn to identify qualities of team performance
- Kill status quo obstacles to change
- Elevate your potential as a true professional, not just a craft person in charge

Who Should Attend: Foreman, General Foremen, Superintendents, and upcoming future field leaders



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“These 3 hours of your time will open your eyes to untapped success.”
— Kerex Engineering Inc.

“I came in ready for just another motivational talk, but came away with a new mindset.”
— Gordon N. Ball, Inc.

“I wish I had the opportunity to take this training earlier in my career.”
— Pavement Recycling Systems, Inc.

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PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

In-Person: Anaheim March 12 - May 28; 4:30pm - 8:00pm Class Limit: 20 Cost – Member: \$2,885 (EB)/\$2,900 (Standard) Non-member: \$2,985 (EB) /\$3,000 (Standard) Early Bird (EB) Expires: Feb 12	In-Person: San Ramon June 17 - Aug 26; 4:30pm - 8:00pm Class Limit: SOLD OUT Cost – Member: \$2,885 (EB)/\$2,900 (Standard) Non-member: \$2,985 (EB) /\$3,000 (Standard) Early Bird (EB) Expires: May 17	Virtual: Zoom Aug 7 - Nov 6; 9:00am - Noon Class Limit: 25 Cost – Member: \$2,400 (EB)/\$2,415 (Standard) Non-member: \$2,500 (EB) /\$2,515 (Standard) Early Bird (EB) Expires: July 7
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This innovative program reveals the essentials of Construction Project Management with an engaging and interactive learning environment that encourages team collaboration and will increase overall job performance. The courses offered in this thirteen-week program go deeper and are more interactive than the classes offered to the general membership. You will learn new strategies and gain valuable insight on courses related to your profession, and further your personal growth and development.

UCON's PMCA Program includes all of the following class sessions:

Emotionally Intelligent Leader

Instructor: Estie Briggs, Briggs Performance Consulting

Construction executives, managers, and supervisors who lead with emotional intelligence create a culture of success in their workplaces. Not only does their high EQ allow them to run teams and projects effectively, but it also helps them in everyday tasks like decision-making and stress management. EQ is among the most important factors that build strong relationships and enable collaboration.

This interactive online EQ workshop provides participants with the foundation of Emotional

Intelligence and individual EQ-i 2.0 assessment results. Their results will help them understand how to identify and leverage their current skill strengths and recognize development opportunities. This two-part program includes a personalized EQ-i 2.0 ® Workplace Report at the beginning of the PMCA series, a 50-minute one-on-one session with the instructor after the first assessment, a second EQi 2.0 assessment at the end of the PMCA program to see how the participants Emotional Intelligence has changed over the course, and a 30-minute session after the final evaluation to discuss the participant's growth and areas for continued improvement. The course is divided into two sections. The first workshop focuses on self and strategies for



Instructors: Vary per class

regulating emotion. The second workshop builds on the first and takes a deep dive into empathy and building skills for more effective interpersonal communication.

- Explore emotional intelligence and its role in effective leadership and workplace relations.
- Identify emotional intelligence strengths and areas for development in the five EQ competencies: self-perception, self-expression, interpersonal skills, decision-making, and stress management.
- Understand the characteristics of under and over-use of each competency.
- Define and craft an individual EQ development plan.

Program continued on next page

Conflict Resolution in Construction

Instructor: Rob Reaugh, Kate Stewart, OrgMetrics LLC

Effective communication is the cornerstone of high-functioning teams. And up to 25% of a manager's time is spent dealing with conflict in the office and in the field. In this course, you will learn practical skills that will help you improve as a communicator, negotiator, and project leader.

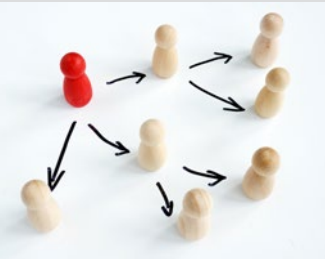
- Learn the difference between passive and active listening
- Understand common types of projects and organizational conflict
- Understand how communication and work style impacts the negotiation
- Negotiate a project conflict



Delegation Skills

Instructor: Eric Herdman, LLC

The primary goal of this training session is to enhance productivity and team efficiency while nurturing team members' growth. It imparts practical strategies for effective delegation, including assessing tasks, selecting appropriate team members, and improving communication. It emphasizes that effective delegation is about nurturing a team's potential, building trust, and fostering collaboration. Attendees leave with a deeper understanding of delegation and the skills needed to become more effective leaders, contributing to their team's and organization's success.



- Understanding the Importance of Delegation
- Identifying Tasks Suitable for Delegation
- Selecting the Right Team Members for Delegation
- Communicating Clear and Specific Instructions
- Setting Expectations and Objectives
- Delegation Techniques and Strategies
- Overcoming Barriers to Delegation
- Building Trust and Empowerment
- Monitoring Progress and Providing Feedback
- Handling Delegation Challenges and Mistakes
- Delegation in Time Management
- Assessing the Impact of Effective Delegation

Construction Contracts

Instructor: Bob Rosin, Leonidou & Rosin Professional Corp.

This course will teach you how to become more familiar with contracts, what clauses you should include in your contracts, and, more importantly, which clauses to avoid and why. You will gain valuable tips on how to modify contract language and what impact those changes may have.



- Which clauses should you have in your contracts
- Which clauses to avoid and why
- Valuable tips on how to modify contract language and the impact those changes may have

Program continued on next page

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

Productivity

Instructor: Eric Herdman, LLC

Productivity Isn't About Time Management, it's about Attention and Energy Management. Constantly reacting to fires and crises is causing people to feel overwhelmed. Trying to ignore distraction is not working. Decision fatigue is real and avoidable. By the end of this virtual seminar you will know how to squeeze every ounce of productivity out of yourself, make quality decisions, do meaningful work and have a definitive plan for getting things done.



- What the two most important items to put on your task list or calendar every day are
- How to find your high energy cycles - you have three of them
- How to use your personal energy to get things done and overcome procrastination
- How to develop the muscles of focus and prolonged attention
- How to get yourself into deep focused work
- Some of the top causes of procrastination
- The best time of day to make decisions and plan

Customer Connected

Instructor: Bill Treasurer, Giant Leap Consulting

Why does the organization you work for exist? If you answered, "To make money," you are wrong! Your company exists to get and keep customers. Without customers, you won't have money. So, customers come first. That said, customers can be challenging, fickle, and overly demanding. Before long, we may find ourselves complaining behind the backs of the very people who provide our livelihoods! This workshop will provide you with practical strategies for initiating, building, and capitalizing on strong customer relationships.



- Why customer loyalty matters more than satisfaction
- The customer loyalty matrix and the four main customer types
- How treating internal customers makes you better with external ones.
- The four phases of customer relationships
- Working with difficult customers without losing your dignity
- Tips for strengthening your customer relationships

Change Orders

Instructor: Bob Rosin, Leonidou & Rosin Professional Corp.

Learn about warning signs for claims and the processes for obtaining time extensions and reimbursement for additional costs, including change order methods for preserving and prosecuting claims. This class will discuss key differences between public and private, general causes of claims, and basic procedures to follow. Learn how to identify, preserve, document, perfect, and quantify your damages, including delay damages.



- Entitlement (contract, case law, statutes)
- Risk Shifting Provisions (statutes and contract provisions)
- Notice (purpose, types, content, tips)
- Documentation (correspondence, change order log, meeting minutes, problem log, etc.)
- Scheduling and Scheduling Problems for Contractors
- Common Contract Requirements
- Quantifying Claims

No BS Leadership

Instructor: Mark Breslin, United Contractors

This class will teach you how to be an effective leader with a no-BS set of exercises for you to do the following; take a hard look at your own performance and behaviors, assess what strengths you can lead from and what issues you need to address now; focus on how to be a change leader to advance your career and organization; obtain resources and ideas on taking ownership of your own development and advancement.



- Define performance criteria for yourself and others.
- Embrace a real-life self-assessment reality check.
- Examine the defining characteristics of outstanding leaders and companies.
- Develop strategies to improve your company's market position.

Construction Finance

Instructors: Russ Riger, David Ternes, Brandon Emilio, Tyler Cross, CliftonLarsonAllen

This class covers detailed topics and best practices for construction accounting and finance geared towards project managers and project accountants. Throughout the course, interactive conversations and hands-on training will focus on the percentage of completion method, job costing, estimated costs to complete, and cash flow examples.



- The basics of construction revenue recognition, WIP schedules, and balance sheet
- Understanding key cash flow issues
- Being familiar with financial issues related to unapproved change orders/claims
- Understanding the importance of job cost control and estimated costs to complete

Insurance and Bonding

Instructors: Andrew Holloway and Kevin Reimers, Woodruffsawyer

This course will introduce the concepts of insurance, surety, and risk management for construction companies and projects. We will take a deep dive into specific insurance coverages, types of surety bonds PMs can expect to see in their contracts, establishing and enhancing safety programs, ways to mitigate risk, and how to turn your insurance program into a profit center. The course includes case studies and breakout rooms to practice applying the principles learned in class.



- Insurance and how it relates to the project
- Claims management
- Bidding wrap-up projects and what to watch for
- Safety-Loss prevention tactics
- Surety bonding 101

PROJECT MANAGEMENT CAREER ADVANCEMENT (PMCA) PROGRAM

(CONTINUED)

Project Documentation

Instructor: Paul Stout, Power Summit

Participants will be challenged to understand the why and the how of communicating within the industry. From construction submittals to RFIs, Change Order Requests, and routine emails, they will learn the value of gathering, compiling, distributing, storing, and retrieving information associated with standard processes and critical issues. Emphasis will be given to dispute avoidance and resolution through the documentation process.



- What is Documentation?
- Why Document?
 - Must-Have Logs and Reports
 - RFIs
 - Construction Submittals
 - Change Orders
 - Daily Reports
 - Why logs are still important
 - Email Communications
 - Notices
 - Meetings
 - Photos

Project Closeout

Instructor: Paul Stout, Power Summit

Working through a comprehensive closeout checklist, participants will be forced to consider common factors that work against the successful completion of the project. By “asking a thousand questions” and keeping a short list of critical tasks, they will also be forced to think outside the matrix of conventional wisdom to seek new ways to expedite project closeout.

- Be able to formulate and implement a comprehensive project closeout “manual.”
- Understand the rush toward profit loss in the waning days of the project.
- Know how to mitigate the “poor behavior” of non-responsive players.
- Know how to monitor and report success and debrief with the team for future reference.

“The class was awesome. I felt that each session built on each other and progressed in a very relatable way for the construction trades. I’d recommend this course for all those who are in project management. The full picture this class provided will make dealing with projects, customers, and construction admins easier to navigate and transition into their new roles.”

— Compass Engineering Contractors, Inc.

“I thought that this class was well presented, useful and applicable to companies of all sizes. It covered the tactical aspect of career path program, as well as the why. It really resonated. Thank you!”

— Ghilotti Bros., Inc.



COMMUNICATION & TEAMWORK



MARCH 6 Imposter Syndrome Webinar

Thursday, March 6; 2:30pm-4:30pm
Instructor: Estie Briggs, Briggs Performance Consulting
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100
Rated 5/5 - Available On Demand for Members Only

This workshop will provide construction professionals with a practical understanding of ‘Imposter Syndrome’ and its impact on their professional and personal lives.



Participants will gain valuable insights into the causes and manifestations of Imposter Syndrome, and leave with actionable strategies to overcome self-doubt and cultivate greater confidence.

This workshop aims to equip participants with the knowledge, tools, and strategies they need to begin overcoming Imposter Syndrome and excel in their construction industry careers. It is designed to be interactive, engaging, and tailored to the specific challenges faced by professionals in this field.

- Define Imposter Syndrome and recognize its prevalence, particularly within the construction industry.
- Explore the psychological and social factors that contribute to Imposter Syndrome.
- Identify common thought patterns and behaviors associated with Imposter Syndrome.
- Acquire practical strategies to challenge negative self-talk and build resilience.
- Understand the specific challenges women face with Imposter Syndrome in the construction industry and develop strategies to address gender-based disparities.
- Develop actionable steps to enhance self-confidence and foster a positive mindset.

Who Should Attend: Construction professionals at all levels, including project managers, supervisors, executives, and field personnel

MAY 8
How to Give and Receive Feedback Effectively

Thursday, May 8; 12:00pm-1:00pm
Instructor: Cody Miller and Janet Breitenbach, Novus Global
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Even leaders and teams that think they give and receive feedback regularly fail to do it effectively. But the reality is that we usually overestimate how often we give or receive feedback, which slows down results. This engaging keynote provides both practical tools and psychological frameworks to help you build and strengthen your feedback muscles.



- Assessing whether you are creating and leading an empowering culture.
- Discovering what's at stake if we cannot lead with both support and challenge.
- Creating a vision for the growth and development of ourselves and our team members.
- Calibrating appropriate support and challenge in the workplace.
- Defining clear values and expectations to guide our teams toward growth.

Who Should Attend: Everyone

JUNE 10
Four Pillars of Trust: Teamwork That Matters

Tuesday, June 10; 12:00pm-1:00pm
Instructor: John Petersen, Threshold Rising LLC
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

“Leadership isn’t about titles, it’s about trust.” This course is crafted for industry leaders who know how crucial teamwork is on the job site. Enroll to get the latest tools on building teams that always hit the mark, especially with the next generation of workers. Team-building isn’t just for CEOs; even if you’re just starting out, this is for you. We’re breaking down the secrets to successful relationship-building, digging into trustworthiness to arm you with the tools for real connections.



- Take the trust assessment to unlock the 4 keys to their trustworthiness.
- Learn to identify and communicate potential barriers to success, and develop skills to navigate team and organizational performance.
- Practice new skills.
- Explore strategies.

Who Should Attend: All Construction Leaders

JULY 10 - JULY 24
Communication Bootcamp

Session 1 | July 10, 9:00am - 12:00pm
Session 2 | July 17, 9:00am - 12:00pm
Session 3 | July 24, 9:00am - 12:00pm

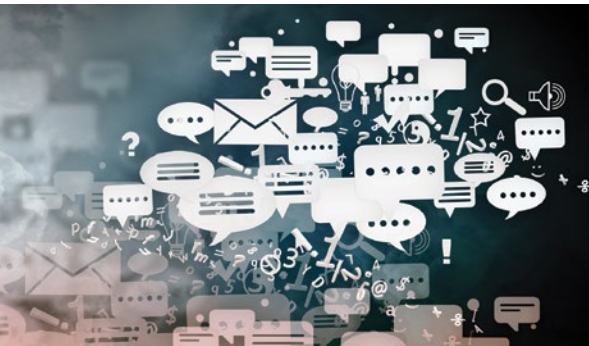
Instructor: Eric Herdman, LLC
Class Style: Virtual/Interactive | Class Limit: 25
Cost – Member: Early Bird \$500; Standard \$515; Non-member: \$600; Standard \$615

Effective communication lies at the heart of successful leadership. This workshop serves as a dynamic platform to equip leaders with the essential skills and strategies needed to excel in their leadership journeys, by cultivating a culture of open and effective communication within their organizations. Participants will gain a deeper understanding of effective communication principles and strategies, allowing them to inspire and guide their teams with clarity, empathy, and purpose.



- Recognize various communication and personality styles & adapt communication to suit diverse audiences.
- Learn techniques for attentive and empathetic listening to better understand others.
- Practice strategies for conveying messages effectively to avoid miscommunication.
- Learn techniques for establishing trust, credibility, and strong connections with team members and stakeholders.
- Discover how to communicate with genuineness and authenticity leverage communication as a key leadership tool to inspire, motivate, and lead teams.

Who Should Attend: Leaders, Managers, Supervisors



AUGUST 26
Achieving Work-Life Balance

Saturday, August 26; 9:00am-12:00pm
Instructor: Eric Herdman, LLC
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

In this engaging course, attendees will learn to identify personal stressors and their impact on well-being, develop effective time management techniques, and create boundaries in an era of constant connectivity.

- Learn the concept of work-life balance as the equilibrium between professional responsibilities and personal life in today’s demanding work environment.
- Develop skills to recognize personal stressors and understand their impact on overall well-being & productivity.
- Acquire effective techniques for prioritizing tasks and setting achievable goals both professionally and personally.
- Gain strategies for creating and maintaining healthy boundaries between work and personal life, especially in an era of constant connectivity.
- Explore mindfulness techniques to reduce stress, enhance focus, and improve overall mental well-being in both work and personal settings.
- Learn to design personalized self-care plans that incorporate essential elements such as sleep, nutrition, and exercise.

- Discover how completing tasks first thing in the morning and early in your day can increase motivation and drive throughout the rest of your day.
- Learn how routines can set you up for success with your work-life balance.
- Understand the benefits of flexible work arrangements and how they can contribute to achieving a better work-life balance.
- Acquire tools for developing resilience to effectively navigate workplace challenges and prevent burnout, leading to a more fulfilling and balanced lifestyle.

Who Should Attend: Everyone



BUSINESS, SALES, AND NEGOTIATION

APRIL 15

Ways Technology & Insurance Collaborate to Dramatically Reduce Risk

Tuesday, April 15; 12:00pm-1:00pm

Instructors: Russ Young, Tenna
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

With the emergence of new technologies delivering comprehensive data to contractors, the future of risk management is bright. Implementing these technologies is not only good practice, but insurance companies as well as the DOT are beginning to require reporting on these leading indicators to ultimately save lives. It's critical for safety professionals to be aware of technology solutions that are now available and to know how to leverage the data they provide as a conduit to not only improve safety and risk mitigation in the field but also gain unexpected value from their insurers.

Help your construction business understand opportunities available today to improve safety performance and reduce risk and loss. Learn how embracing modern construction technology tools brings value and ROI to contractors and how they can partner with their insurance providers to multiply these gains.



- Learn why good safety programs encompass more than just worker safety, and how safe equipment operation and careful equipment management plays such a major role in improving safety and reducing risk.
- Hear how contractors are successfully using technology that has gone from purpose-built systems to all-encompassing solutions to address safety and risk management to improve their business operations.
- Understand how insurance providers are partnering with construction technology companies to provide products, incentives and premium reductions for tech-focused contractors. These savings coupled with the impact of telematics data provide major ROI for contractors on multiple fronts.

Who Should Attend: General contractors, Utility contractors, heavy highway, CFOs, Equipment Managers, Asset Managers

APRIL 24

Dictator to Coach: How to Have Coaching Conversations

Thursday, April 24; 2:30pm-4:30pm

Instructors: Eric Anderton, Construction Genius
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

You've built your company by taking risks and winning big, but now you're a fish out of water—stuck using an old-school leadership playbook that doesn't work with a diverse workforce shaped by COVID, TikTok, and economic insecurity. The command-and-control approach is dead. This workshop shows you how to shift into coaching mode—helping you and your senior leaders bridge the generational gap, connect with your team, and keep your business thriving.



- Move beyond directive leadership by developing skills to guide rather than command.
- Prepare and conduct coaching sessions focused on unlocking team potential rather than managing every task.
- Use Empowering Questioning Techniques: Instead of giving orders, learn to ask powerful questions that encourage critical thinking.
- Listen and Observe with Intent.
- Build Accountability through Structured Follow-up.
- Implement a 90-Day High-Performance Dashboard.

Who Should Attend: Company owners and executives. Project executives. Leaders. Superintendents.

MAY 13

AI for Construction: Better, Safer and More Productive Worksites

Tuesday, May 13; 12:00pm-1:00pm

Instructors: Russ Young, Tenna
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

With the explosion of ChatGPT and the democratization of generative artificial intelligence (AI) applications, AI has become the engine for innovative companies across industries looking to maximize the impact of their ideas and overcome some of their business's toughest challenges.



However, when we look back at use cases for any emerging technology to market, there's a common denominator among the most successful adaptors of these technologies, gleaned the highest ROI. Historically, the smartest companies have been those who partner with technology applications and platforms that work best (or specifically) for their industry use cases—and AI is no exception..

- We will discuss AI technologies for construction, from robotics and drones to safety cameras and 3D digital rendering
- Next we'll dig into the existing construction applications for AI, such as risk mitigation and safety,
- Finally we will review potential use cases, such as addressing labor shortages and more

Who Should Attend: General contractors, Heavy highway, utility contractors, C-Level as well as Shop.

MAY 15

Atomic Values: Making Change That Lasts

Thursday, May 15; 12:00pm-1:00pm

Instructors: John Petersen, Threshold Rising LLC
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Step one in getting good at this whole relationship game is knowing who you are. And the quickest way to get that self-awareness is by taking a real look at your core values. This course takes a look at your core values, how you live them, how to reckon with them, and how to make them visible to others. Making you a better leader, and a better person. Benefit from the unique perspective of the course instructor, a world-record-holding athlete whose success was founded in teamwork rather than individual strength, providing valuable insights and practical wisdom for building and leading winning teams.



- Identify your core values and how to utilize them successfully with their teams.
- Examine your values and how they can both benefit and hinder your leadership, making sure your style works with others.
- Design agreements to use with your teams and engage your teams through shared values and commitments.
- Draft an action plan to make your values visible to others and boost team effectiveness.

Who Should Attend: All Construction Leaders

AUGUST 28
How to Maximize the Performance of Business Development and Sales People

Thursday, August 28; 2:30pm-4:30pm
Instructors: Eric Anderton, Construction Genius
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

A practical workshop designed for you, especially if you feel hesitant about sales but understand its importance.



- Understand the Unique Nature of Construction Sales: Learn how long timeframes, high stakes, and narrow margins shape construction sales and the need for a strategic approach.
- Adopt a Winning Sales Mindset: Shift perspectives on selling by distinguishing between negative and positive sales experiences and learning how to create positive client interactions.
- Master the Key Influences in Sales: Recognize the five primary influences that drive purchasing decisions and understand why people buy—or don't buy—from you.
- Build Relationships Based on Trust: Develop methods for clients to know, trust, and like you, which are essential for lasting business partnerships.
- Use Proven Persuasion Techniques: Learn techniques that build friendships and influence purchasing decisions without pressure or manipulation.
- Leverage Social Proof and Testimonials: Understand the role of testimonials, how to solicit impactful ones, and use them to build credibility with potential clients.

- Engage in Quality Sales Activities: Prioritize and manage time for high-impact business development tasks, aiming for consistent, quality interactions with clients.
- Embrace High-Performance Habits: Adopt the mindset and habits of high performers, emphasizing preparation, resilience, positive thinking, and continuous improvement.

Who Should Attend: Construction Project Engineers, Project Managers, Estimators, Superintendents

SEPTEMBER 16
Powerbase: How to Improve Relationships

Tuesday, September 16; 2:30pm-4:30pm
Instructor: Eric Anderton, Construction Genius
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class is all about strengthening your business by taking relationships seriously, inside and out.

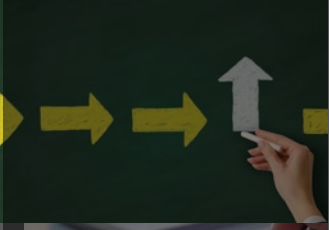
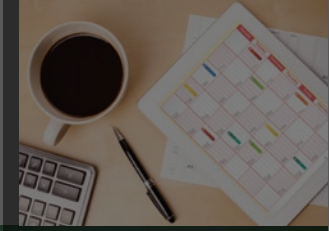


- Get Real About Your Relationships: Pinpoint your key relationships and figure out what's working and what's not. This is about setting a strong foundation—no guessing games.
- Understand What Makes People Tick: Dive deep into what your contacts need, want, and value. The better you get this, the stronger your connections will be.

- Add Value Like a Pro: It's simple—learn what people need and help them get it. This is the key to turning connections into loyal supporters.
- Build an Action-Driven Improvement Plan: Identify specific actions to improve your relationships, fix any rough spots, and make each interaction count.
- Set and Crush Your 90-Day Goals: Don't leave it to chance. Set clear goals for each relationship, outline your moves, and get measurable results in the next 90 days.
- Hold Yourself Accountable: Track your progress, measure your impact, and make sure you're continuously adding value and strengthening connections.
- Coach Others to Build Strong Relationships: Use this framework to lead by example, helping others in your business build meaningful, high-value relationships.

Who Should Attend: Company owners and executives. Project executives. Leaders. Superintendents.

CONSTRUCTION
SPECIFIC



MARCH 20 - APRIL 3
Project Engineer Bootcamp [Q1]
Session 1 | March 20, 9:00 am - 12:00 pm
Session 2 | March 27, 9:00 am - 12:00 pm
Session 3 | April 3, 9:00 am - 12:00 pm

SOLD OUT

SEPTEMBER 9 - 23
Project Engineer Bootcamp [Q3]
Session 1 | Sept 9, 9:00am - 12:00pm
Session 2 | Sept 16, 9:00am - 12:00pm
Session 3 | Sept 23, 9:00am - 12:00pm

Instructor: Paul Stout, Power Summit
Class Style: Virtual | Class Limit: 25
Cost – Member: Early Bird \$500; Standard \$515;
Non-member: \$600; Standard \$615

Whether you are validating current practices, searching for new techniques, or learning from the ground up, this workshop covers all the essentials. From discovering the role of Project Engineers to methodically working through common tasks required for success, participants will benefit from the vast experience of the instructors and the practical advice and work sessions offered.



- Know what your boss wants and what the industry expects from Project Engineers
- Understand key processes by engaging in hands-on exercises
- Get a jump start on an understanding of project requirements

Who Should Attend: Project Engineers

DECEMBER 9
New Industry Law Updates

Tuesday, Dec 9; 2:30pm-4:30pm
Instructor: Roger Mason, Sweeney Mason LLP
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Get up to date with new construction industry employment laws affecting your organization's policies and practices. This program will discuss new laws and court decisions and provide strategies on how to implement new requirements at your company.



- Review the labor & employment laws that were passed in 2025 that will affect the Construction Industry
- Discuss what the new laws mean for you
- Discuss the implementation of the new requirements

Who Should Attend: UCON Members



COMPLIANCE

FEBRUARY 18

Best Practices Dispatching, Hiring, Lay-offs, & Termination (S. CA)

Tuesday, February 18; 12:00pm-1:00pm

Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100
Rated 5/5 - Available On Demand for Members Only

Designed for Field leaders, Ops, and HR professionals, this course will upskill participants on the do's and don'ts of hiring, firing, lay-offs and terminations as a union contractor. If you want to get the most out of the dispatch system, avoid costly grievances and lawsuits, and easily navigate the hiring hall to more easily secure the talent you need, then this class is for you.



- Attain key resources and guidance for field leaders, operations, HR, and more.
- Grasp the fundamentals of the hiring hall and dispatch systems.
- Understand how to effectively use the try-out period.
- Learn the inside track on dispatch procedures of Laborers, OEs, and other key crafts
- Master mobility and movement of workers procedures.
- Learn the best practices of lay-offs and terminations to reduce liability and avoid problems

Who Should Attend: Field leaders, Ops, and HR professionals

FEBRUARY 20

Best Practices Dispatching, Hiring, Lay-offs, & Termination (N. CA)

Thursday, February 20; 12:00pm-1:00pm

Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Designed for Field leaders, Ops, and HR professionals, this course will upskill participants on the do's and don'ts of hiring, firing, lay-offs and terminations as a union contractor. If you want to get the most out of the dispatch system, avoid costly grievances and lawsuits, and easily navigate the hiring hall to more easily secure the talent you need, then this class is for you.



- Attain key resources and guidance for field leaders, operations, HR, and more. Grasp the fundamentals of the hiring hall and dispatch systems. Understand how to effectively use the try-out period.
- Learn the inside track on dispatch procedures of Laborers, OEs, and other key crafts.
- Master mobility and movement of workers procedures.
- Learn the best practices of lay-offs and terminations to reduce liability and avoid problems.

Who Should Attend: Field leaders, Ops, and HR professionals

FEBRUARY 27

Mastering Prevailing Wage CPRs to 3rd Party Compliance

Thursday, Feb 27; 12:00pm-1:00pm

Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100
Rated 5/5 - Available On Demand for Members Only

This class will accelerate any level of prevailing wage understanding to fluency. Starting with prevailing wage fundamentals, this course provides a clearly defined process on how to navigate prevailing wage requirements in a way that is replicable across your organization.



It caps off with how to navigate union jurisdictional issues as well as best practices in dealing with prevailing wage compliance offers.

- Attain essential resources for people in ops / HR / payroll
- Grasp prevailing wage system fundamentals
- Capture the step-by-step process the pros use to navigate any prevailing wage issue or scenario
- Gain an understanding of where union vs prevailing wage jurisdiction do and don't before overlap so you have greater clarity on manning and appropriate payment
- Get expert advice on how to deal with compliance officers and immediately increase your success rate in enforcement scenarios

Who Should Attend: Management, Operations, C-Suite, HR, Legal

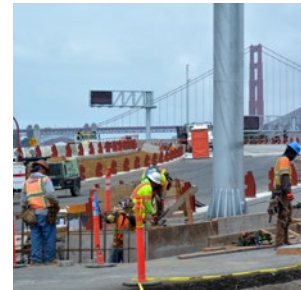
MARCH 11

PLAs, Pre-Jobs, & Jurisdictional Disputes

Tuesday, March 11; 12:00pm-1:00pm

Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100
Rated 5/5 - Available On Demand for Members Only

Love them or hate them, PLAs are an increasingly common feature of the industry and one that contractors need to get more sophisticated at to survive. If you or your organization is not confident in how to navigate PLAs, you're not alone. UCON can show you how through this short training that will teach participants how to quickly read and interpret PLAs, anticipate issues, and effectively maneuver through targeted hiring and other requirements.



- Fully understand: what are PLAs, why they exist, and the two PLA "types"
- Learn how to quickly read and interpret PLAs, including the 6 issues to look out for in every PLA
- Handle jurisdictional claims/disputes from crafts you're not otherwise signatory to
- Get your team to ace pre-jobs by avoiding common pitfalls and making sure they set you up for success on the project

Who Should Attend: Operations, Estimators, Project Managers / Project Engineers, HR

APRIL 22

CBA Payroll Rules (N. CA)

Tuesday, April 22; 12:00pm-1:00pm

Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

APRIL 29

CBA Payroll Rules (S. CA)

Tuesday, April 29; 12:00pm-1:00pm

Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100
Rated 5/5 - Available On Demand for Members Only

Unexpected overtime can make or break your bottom line. Yet, the rules are easy to misinterpret or take for granted, causing cost creep and wage claims. Join this class to make sure your team knows how to take advantage of overtime and Special Single Shift (SSS) rules under the Laborers, Operating Engineers, Carpenters, and Cement Masons Master Agreements.



- Review on when different overtime rules apply for Master Agreements – Laborers, Operators, Carpenters, and Cement Masons
- Clarify when Special Single Shifts (SSS) apply and how to best use them to support your bottom line
- Common overtime and SSS mistakes and how to avoid them

Who Should Attend: Operations, Project Managers, Estimators

MAY 20
CBA Subcontracting Rules
(N. CA & S. CA)

Tuesday, May 20; 12:00pm-1:00pm
Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Subcontracting violations are the most common and most costly grievance union contractors face. Yet, most of these issues can be mitigated or avoided entirely through sound subcontracts and strong labor relations advocacy. But that’s not enough; ensuring that your project managers know their rights, take advantage of subcontracting exclusions where available, and can properly advise subs on how to comply are all essentials covered in this course. We will cover subcontracting rules for the Laborers, Operators, Carpenters, and Cement Masons for Northern California and Southern California Master Agreements.

- Deliver a clear summary of subcontracting rules of the Master Agreements of the Laborers, Operators, Carpenters, and Cement Masons for Northern California and Southern California
- Clarify when and how to seek one job, terms and conditions, or special requests from the union
- Learn when and where subcontracting exclusions may apply
- Offer simple, yet effective guidelines on how to anticipate and deal with union and trust fund compliance issues

Who Should Attend: Operations, Project Managers, Estimators

JUNE 5
Skilled & Trained Workforce

Thursday, June 5; 12:00pm-1:00pm
Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class is for anyone responsible for ensuring that their company has a workforce compliant with Skilled & Trained Workforce (STW) guidelines. STW is not just a compliance issue; it’s a competitive issue that increasingly favors those who get up to speed early. In 45 minutes, you and your team will clearly understand the STW framework, get clear steps on the fastest ways to get compliant, and learn how to respond effectively to STW compliance requests.



- Deliver a complete understanding of the Skilled & Trained Workforce (STW) framework
- Clarify STW qualifications and journeyman apprenticeship requirements
- Develop clear pathways to getting workers into journeyman apprenticeship programs
- Offer simple yet effective guidelines for responding to STW compliance requests and getting compliant

Who Should Attend: Operations, Project Managers, HR, etc.

JULY 16
Basics & Best Practices
Apprenticeship

Wednesday, July 16; 12:00pm-1:00pm
Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class will accelerate any level of proficiency in the apprenticeship system to fluent. Starting with apprenticeship fundamentals, the course provides a clearly defined process on how to navigate both union and public works apprenticeship systems. The modules cap off with how to navigate key enforcement and legal issues, as well as best practices regarding sponsoring apprenticeships and getting the most out of your apprentices.



- Attain essential resources for people in ops / HR /payroll
- Grasp both the legal and union apprenticeship system fundamentals
- Capture the step-by-step process the pros use to navigate apprenticeship ratios and system issues
- Get expert advice on how to deal with compliance officers and immediately increase your success rate in enforcement scenarios
- Understand how to get the most out of the apprenticeship through sponsorships and how to better integrate with your apprenticeship programs

Who Should Attend: Operations, Payroll, HR

JULY 31
Mastering the Workers’ Comp Maze
Expert Strategies for Success

Thursday, July 31; 12:00pm-1:00pm
Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This course, presented by Workers Comp experts, will cover best practices for contractors around dealing with Workers comp, including the value of Workers Comp Alternative Dispute Resolution (ADR) programs available to union contractors, union agreement **pr**



- Identify the different tools, programs, and union contract provisions available to contractors to mitigate the cost and headaches associated with Workers Comp claims
- Grasp the potential value of Workers Comp ADR programs
- Capture best practices from and ask questions to a former Workers Comp judge

Who Should Attend: Management, Operations, C-Suite, HR, Legal

SEPTEMBER 4
Certified Payroll–
Answering Contractors Most
Frequently Asked Questions

Thursday, Sept 4; 2:30pm-4:30pm
Instructor: Darbi Griffin and Jesse Jimenez, FFC and Ruby Varnadore, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

This class will cover UCON members’ most frequently asked certified payroll questions and common pitfalls. Including Compliance requirements of Labor Code 1776, which is covered by certified payroll and contractor registration; apprenticeship requirements. FFC will walk attendees through finding prevailing wage determinations, completing necessary forms, and accessing other resources. The last 30 minutes of the meeting will be a moderated Q&A with Ruby Varnadore. Attendees can pre-submit their questions or ask during the session.



- How to avoid common compliance-related pitfalls
- Overview of compliance documents and how to complete them correctly
- Apprenticeship compliance

Who Should Attend: Employers

OCTOBER 14
Life Cycle of Estimating

Tuesday, Oct 14; 2:30pm-4:30pm
Instructor: Stephane McShane, Maxim Consulting Group
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

With the technology available to the industry, it is possible to price work utilizing data instead of estimating software with the “hope” that it contains the correct information to help land the job AND not lose profit. During this session, we will discuss.



- Define bid selection criteria - not all opportunities are good ones
- Discuss the utilization of data and data mining in the bid strategy
- Outline the link of consistency required between estimating and work breakdown structure
- Show the critical role of the estimator in the essential preconstruction planning process
- List the lessons learned needed to close the information loop. This is the most valuable information that is so seldom shared

Who Should Attend: Field leaders, Estimators, Project managers

NOVEMBER 4
Harassment Prevention Training

Tuesday, Nov 4; 2:30pm-4:30pm
Instructor: Rachael Brown, Sweeney Mason LLP
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Under SB 1343, all California companies with 5 or more employees must provide sexual harassment training to all employees. Non-supervisory employees must receive at least one hour of sexual harassment prevention training, and supervisors must receive at least two hours.



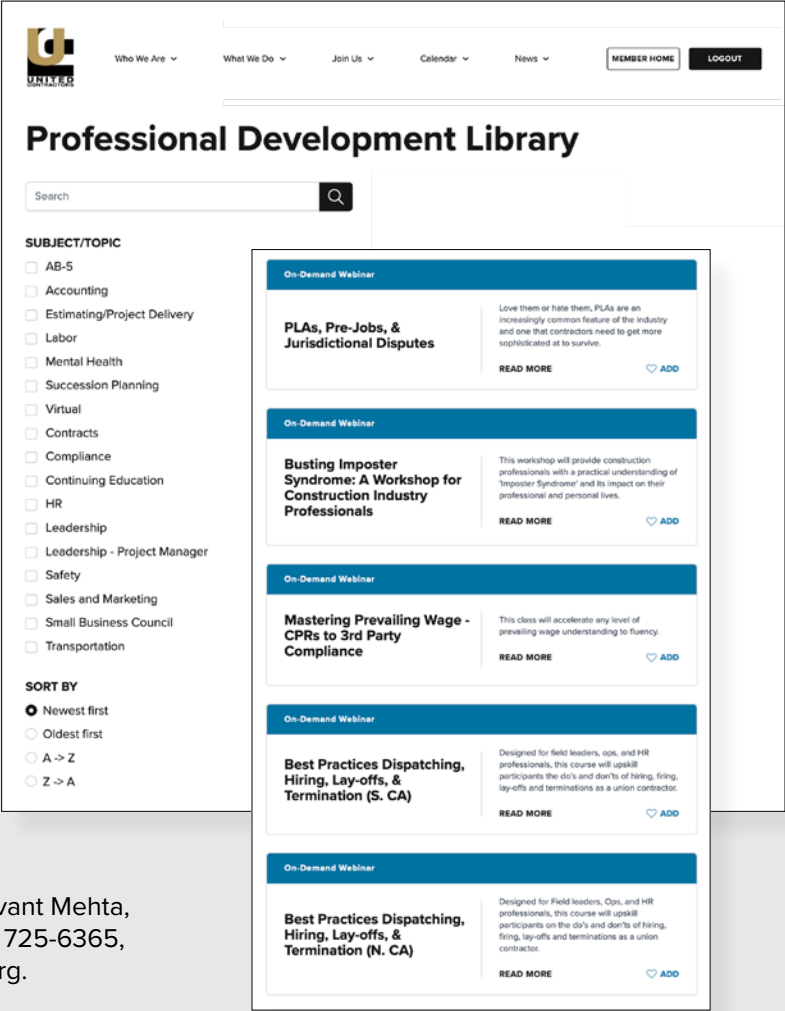
- How state and federal laws define “sexual harassment” and how to identify it in the workplace
- What to do if you experience sexual harassment
- How to develop a sexual harassment policy
- How to respond to a complaint of harassment and discrimination
- How to conduct an internal sexual harassment investigation to avoid liability
- Certificate of completion available to all attendees

Who Should Attend: Employees of companies with 5 or more employees. Non-Supervisory and Supervisory employees

EDUCATION CLASSES ON-DEMAND

Did you know that you can log-in to your UCON member account and take advantage of on-demand classes in our UCON Professional Development Library?

UCON’s On-Demand Library contains nearly 100 courses for you to include in your annual training programs. This is a **member-only benefit!** Use UCON’s Professional Development courses for your staff. The classes are specially curated with the union-construction industry in mind. Filter classes by topics such as: Estimating/Project Delivery, Labor, Contracts, HR, Safety, Mental Health, Sales and Marketing, and more.



For any questions, contact Avant Mehta, Education Coordinator, (925) 725-6365, amehta@unitedcontractors.org.

LUNCH & LEARN

SPEND YOUR LUNCH WITH US!



COMPLIANCE
FOCUSED
LUNCH & LEARNS
All sessions: 12:00pm-1:00pm

FEBRUARY 18
Best Practices Dispatching, Hiring, Lay-offs, & Termination (S. CA)
Tuesday, February 18; See page 22

FEBRUARY 20
Best Practices Dispatching, Hiring, Lay-offs, & Termination (N. CA)
Thursday, February 20; See page 22

FEBRUARY 27
Mastering Prevailing Wage CPRs to 3rd Party Compliance
Thursday, February 27; See page 23

MARCH 11
PLAs, Pre-Jobs & Jurisdictional Disputes
Tuesday, March 11; See page 23

APRIL 22
CBA Payroll Rules (N. CA)
Tuesday, April 22; See page 23

APRIL 29
CBA Payroll Rules (S. CA)
Tuesday, April 29; See page 23

MAY 20
CBA Subcontracting Rules (N. CA + S. CA)
Tuesday, May 20; See page 24

JUNE 5
Skilled & Trained Workforce
Thursday, June 5; See page 24

JULY 16
Basics & Best Practices Apprenticeship
Wednesday, July 16; See page 24

JULY 31
Mastering the Workers’ Comp Maze Expert Strategies for Success
Thursday, July 31; See page 25

All of the above “Lunch & Learns”—
Instructor: Victor Sella, United Contractors
Class Style: Virtual | Class Limit: Unlimited
Cost – Member: FREE | Non-member: \$100

Who Should Attend: (varies, see each class description)

THANK YOU

Thank you to UCON's
2025 Board of Directors
for their dedication
and investment
in professional
development!

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Eric Anderton, Construction Genius

Since 2004, Eric Anderton has worked with construction leaders to help them tackle their biggest challenges. With clear strategic plans, a focus on developing top talent, and an unrelenting drive to execute key priorities, his clients have grown stronger and more profitable. His thirty years of entrepreneurial and business experience, coupled with twenty-five years of public speaking, small group facilitation, and one-on-one mentoring, have made Eric a trusted advisor to construction companies ranging from \$5 million to over \$3 billion in annual revenue. Away from the boardroom and the microphone, Eric recharges with his family, stays active with workouts, dives into great books, and keeps trying (with mixed success) to master the guitar.



Joseph King Barkley, Novus Global

Joseph Barkley is the President of the Meta Performance™ Institute, a master trainer, executive coach, Associate Partner in Novus Global, and author of 3 books. His diverse background as a leader uniquely positions him as a seasoned expert in motivating and guiding individuals and teams toward their full potential. He's worked closely with executives in Fortune 100 companies and serves on the board of Children's Literacy Project. He is also an expert communicator who has spoken internationally to audiences as large as 22,000. Joseph has been married to Katie for over 20 years. Their most important and exciting work is raising their two daughters, Tessa and Marlow.



Mark Breslin, United Contractors

Mark is a fourth-generation leader in the construction industry, going from field to CEO, and has served for three decades as CEO of United Contractors. He is also an author, speaker, and influencer at the highest levels of construction in North America. As a top-rated public speaker, he has spoken live to more than 400,000 people, including over 25,000 foremen and superintendents. His five bestselling books have improved leadership, accountability, innovation, and engagement in the construction industry.



Janet Breitenbach, Novus Global

Janet is a Partner at Novus Global, an Executive Coach and keynote speaker for teams and leaders. She is also on the faculty as a trainer and coach at the Meta Performance Institute for Coaching where she trains people how to coach and build a thriving practice. Her clients consist of leaders at Nike, C-suite executives at Fortune 500 companies, CEOs at rapidly growing startups and award-winning producers and writers in the entertainment industry. She's a firebrand for limitless growth and her drive for mastery and ability to disrupt assumptions keeps them coming back. With her in their corner, courageous clients have taken new ground - from unthinkable revenue projections to titanic culture shifts.



Estie Briggs, Briggs Performance Consulting

Estie Briggs is an experienced EQ coach, Facilitator, and Change Management consultant with a proven track record of over 20 years of experience designing and delivering impactful workshops and improving communication across the globe. She specializes in emotional intelligence workshops tailored specifically for the construction industry, empowering individuals to harness the power of emotional intelligence for personal and professional growth. With her engaging workshops and proven methodologies, Estie helps participants improve self-awareness, enhance interpersonal relationships, and achieve lasting results.



Rachael Brown, Esq., Sweeny Mason LLP

Rachael Brown focuses her practice on labor and employment matters. She represents employers in connection with all types of employment-related cases under state and federal law. She handles trade secret misappropriation claims and issues involving confidentiality, customer and employee solicitation, and unfair competition. Rachael also advises employers on a wide range of employment policies, including wage and hour law, personnel management, and employee leave issues, and has significant experience drafting and reviewing employee handbooks, confidentiality and non-disclosure agreements, and settlement agreements.



Jesse Chor, Tanda Technologies, Inc.

Jesse Chor is the Founder & CEO of TANDA, helping businesses improve employee retention and engagement through innovative workforce solutions. A seasoned entrepreneur, Jesse has built and scaled multiple ventures, blending tech, behavioral science, and financial wellness to drive impac..



Tyler Cross, CliftonLarsonAllen LLP

Tyler Cross is a CPA with CLA (CliftonLarsonAllen) out of the Ontario, California office. Tyler has over 7 years of experience specializing in the Construction industry working on both the Assurance and Tax needs for his clients. His assurance experience includes working on attestation engagements such as Audits, Reviews, and Compilations. His tax experience includes preparation of Individuals, Partnerships, S-Corporations, and C-Corporations.



Brandon Emilio, CliftonLarsonAllen LLP

Brandon Emilio is a CPA with CLA (CliftonLarsonAllen) out of the Ontario, California office. Brandon has over 15 years of experience in providing accounting and assurance services, in addition to tax preparation and tax strategies for closely held businesses and its owners. Brandon currently concentrates his practice working with privately held companies in CLA's construction group working with general contractors, subcontractors, and specialty contractors.



Darbi Griffin, Foundation for Fair Contracting (FFC)

Darbi Griffin is the Director of Operations and has worked for the Foundation for Fair Contracting (FFC) since its inception in 1985. During her 38-year tenure at the FFC, Darbi has been involved in all aspects of labor compliance. She specializes in auditing certified payroll records, worker interviews, and worker/employer resolution assistance.

**Eric Herdman, International Professional Speaker**

Eric Herdman is a speaker, business leader, coach, and facilitator, who has spoken professionally for almost 3 decades, ten of which were spent training construction associations and businesses. Eric has also experienced the start-up and development side of the business, opening and growing a running company into one of the largest specialty retailers in the southwestern United States. Eric has published several e-books including "Time, Energy, and Focus," featuring a technique he created to improve productivity, and "The Power of Communication," both currently available on-line.

**Andrew Holloway, Woodruff-Sawyer & Co.**

Andrew Holloway, specializes in consultation and financial planning to enhance clients' overall credit relationship with sureties, negotiation of terms that maximize clients' credit and capacity, and evaluation of sureties' financial capacities.

**Jesse Jimenez, Foundation for Fair Contracting (FFC)**

Jesse Jimenez is the Executive Director for the Foundation for Fair Contracting. Jesse has worked in and around the construction industry for over 18 years. He oversees the day-to-day field operations and provides education, training, and outreach to the public works construction community. Jesse is passionate about his work and enjoys assisting all stakeholders with their public work needs.

**Janette Leonidou, Leonidou & Rosin Professional Corp.**

Ms. Leonidou is one of the principal founders of Leonidou & Rosin, a law firm specializing in legal services to the construction industry. She was also the managing director of the firm for over twenty years. Ms. Leonidou has extensive knowledge and experience in construction law, representing California-based and national owners, general contractors, subcontractors, and suppliers in a variety of business disputes. She has litigated countless complex public and private work projects throughout California. Ms. Leonidou has been recognized every year since 2009 by Northern California Super Lawyer. Ms. Leonidou has successfully litigated before state and federal trial courts and appellate courts, arbitration panels, administrative boards, and administrative law judges. She has also argued many legal issues related to projects, both pre- and post-bid, before cities, counties, and other bodies.

**Stephane McShane, Maxim Consulting**

Stephane possesses the rare combination of talent from being in the field as an apprentice, electrician, and foreman, then working her way through each operational chair within a successful electrical construction firm. Her ability and drive defined her as "best in class" at each position she held. This talent makes her tremendously effective at operational and organizational assessments today. She has built, trained, and led her teams to become the undisputed leaders in their markets. She can quickly identify organizational positives and negatives and assess appropriate action steps.

**Cody Miller, Novus Global**

Cody Miller is passionate about helping teams honestly address their cultural dysfunction and empowering high performing leaders. He has worked with teams and individuals across industries like professional sports, public utilities, construction and engineering. He is committed to investing in others the same tools that have transformed his own life and leadership. Cody is happily married to his middle school sweetheart, Shauna. They are raising three rambunctious boys (Milo, Kasen and Renley) in Long Beach, California.

**John Petersen, Threshold Rising LLC**

John Petersen, founder of Threshold LLC, comes from four generations of California construction workers, making construction crews a familiar and familial place. He combines insight from the highest levels of endurance athletics and a successful career in leadership, using the science of relationships to help teams from academia to construction sites, from boardrooms to classrooms achieve more together.



Through 'embedded leadership' John goes deep with teams rather than broad to build lasting trust focused relationships to help teams fulfill amazing outcomes. Committed to testing his philosophy on teamwork, John embarked on a rowing project dubbed 'The Impossible Row' in 2019 from Chile to Antarctica with a team of six to become the first fully human-powered vessel to cross the Drake Passage, setting five world records in the process.

Rob Reaugh, OrgMetrics LLC

Rob Reaugh is the President of OrgMetrics LLC. He serves as the partnering facilitator for the City and County of San Francisco Collaborative Partnering Steering Committee and currently works with Caltrans, BART, San Jose International Airport, San Francisco International Airport, and many other agencies across the United States. He holds a Master's Degree in Alternative Dispute Resolution from the Straus Institute for Dispute Resolution and has been a professional Mediator since 2009.

**Kevin Reimers, Woodruff-Sawyer & Co.**

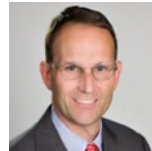
Kevin Reimers has over 13 years' experience in the insurance and risk management and his experience includes risk management analysis and implementation of tailored insurance programs for construction firms, owners and developers that meets the unique needs of each client.

**Russell Rigler, CliftonLarsonAllen LLP**

Russell Rigler is a Principal with CLA's Bay Area in the Walnut Creek office. CLA is a national professional services firm, with over 8,000 people across the US, that provides audit, tax, outsourcing, and wealth management. Russ has over 16 years of experience working with privately held general contractors and subcontractors ranging from small regional clients to large multi-state and multi-entity corporations. Russ specializes in analysis of complex construction accounting matters, work-in-progress schedule analysis and best practices recommendations, joint venture accounting, and consulting related to implementation of accounting standards and policies. CLA's construction industry specialization has recently been ranked as the number one independent construction accounting firm for the fourth consecutive year by Construction Executive.

**Bob Rosin, Leonidou & Rosin Professional Corp.**

Mr. Rosin has 40 years of experience in state and federal courts, before administrative agencies, and in arbitration and mediation. Drawing on that experience, he is able to develop strategies to resolve disputes cost effectively and to draft and negotiate legal documents that take into account the actual realities of construction in the field. Mr. Rosin has successfully argued a number of appeals to the California District Courts of Appeal, including the first California decision regarding best value procurement, Schram Construction, Inc. v. Regents of University of California, 187 Cal. App. 4th 1040 (2010). Mr. Rosin is a past member of the California Bar Association's respected Committee on the Administration of Justice, and he has testified before the State Legislature in connection with legislation affecting the construction industry.

**Victor Sella, United Contractors**

Victor is our VP of Labor relations, overseeing labor relations advocacy, contract negotiations, and support services to UCON's 500+ contractor members across the state. By providing labor, operations, and human resources consulting to our members, Victor is satisfied with resolving people's problems and improving contractors' abilities to get work done and stay competitive.

**Kate Stewart, OrgMetrics LLC**

Kate Stewart is a partnering facilitator at OrgMetrics LLC. She helps construction project/program teams reduce project complexity and risk by facilitating alignment behind one set of common goals using Structured Collaborative Partnering. Specializing in aviation and megaprojects, I help teams reduce costs and meet schedules by creating team cohesion and trust. The highly effective OrgMetrics model I use has been proven over 3 decades and more than 4,000 projects. On average, clients save 10-30% on their installed costs

**Paul Stout, Power Summit**

Paul Stout is a construction project manager, estimator, LEED Accredited Professional, facilitator, seminar instructor, and the AGC of America's 2009 National Instructor of the Year. He brings more than twenty-three years of practical, hands-on construction experience and twenty-four years of training and facilitation experience to the arena. From Laborer to Project Manager, Paul advanced through the ranks to learn the industry from the inside out. This progression of personal and career growth included labor, supervision, and management for hundreds of projects. Additionally, Paul has managed projects from the position of both Subcontractor and Prime Contractor (GC).

**David Ternes, CliftonLarsonAllen LLP**

David Ternes is a Principal with CLA in the Walnut Creek office. David has over 8 years of experience working with privately held general contractors and subcontractors on various consulting, assurance, and tax engagements. With extensive experience and a deep understanding of the unique financial challenges faced by construction companies, David has built a reputation for providing exceptional service and guidance to his clients.

**Bill Treasurer, Giant Leap Consulting**

Bill Treasurer is the founder of Giant Leap Consulting, a courage-building company, and the author of the international bestseller *Courage Goes to Work*. Bill's courage-building workshops have been taught to thousands of executives in twelve countries on five continents. Bill has worked with leaders from renowned organizations such as NASA, Saks Fifth Avenue, The Home Depot, UBS Bank, Spanx, eBay, the U.S. Department of Veterans Affairs, and Southern Nuclear for over two decades. Bill is the author of five books. His newest is *The Leadership Killer: Reclaiming Humility in an Age of Arrogance*, which he wrote with Coach Havlik, a retired Navy SEAL officer. Prior to founding Giant Leap Consulting, Bill served as an executive in Accenture's change management and human performance practice, eventually becoming the \$36 billion company's first full-time internal executive coach. Bill attended West Virginia University on a full athletic scholarship and earned his master's degree from the University of Wisconsin, Green Bay.

**Russ Young, Tenna**

As Chief Business Development Officer for Tenna, Russ oversees the growth strategy for the organization by working with sales, partners and customers to ensure success. Russ brings two and a half decades of experience from Google, Amazon, Oracle and FMI in best practices for technology strategy, selection and adoption. He emphasizes the importance of technology and picking the right tool for the job.



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