

Alberta Labour History Institute (ALHI)

Oral History Interview

Interviewee: Brad Bulloch

Interviewers: Winston Gereluk

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Index: United Brotherhood of Carpenters & Joiners of America (UBCJA) Local 2103 - apprenticeship - journeyman carpenter- 24-hour lockout - strike - Peter Lougheed - Conservative government - Dandelions - Construction Labor Relations Association - collective agreements - coercion and threats - unfair labour practices - Merit Shop - Christian Labor Association of Canada (CLAC) - union of convenience - voluntary recognition - training

Getting involved in the Union

My name is Brad Bulloch, and I'm the business agent for Local 2103 for the Carpenters in Southern Alberta, specifically in and around the Calgary area. I started here back in 1976 as a young buck, very eager and willing to do the apprenticeship system. I went through the apprenticeship system, and I joined the Union in 1976. In that process I had met my peer at the time, John Patterson, a longtime carpenter in this area. He got me involved in an organizing drive, and that's how I came into the Union back in those days, on an organizing drive. I worked for them in the carpenter industry and got my ticket in 1980. I worked through the process of the industry for many years.

The 1984 24-hour lockout

One of the events that was most important to me, was in 1984, when the government and contractors got together and locked us out. It was a very dirty business. We lost members, and some of them lost their lives through suicide. There were many marriage breakups, people lost their homes, lost their vehicles. In 1984, people were selling their homes for \$1 to get out of the liabilities.

The employers at the time decided that they could get a better deal, so on June 16th 1984 they locked all the trades unions out: plumbers, electricians, carpenters. Overnight they got legislation changed by the Alberta government. It was called the 24 hour lockout. What happened after that was that one day, you were working for a Union company at the full benefit package and full rate and everything and 24 hours later you were working for a non-Union company at much lesser rates. At the time I figured it out to be 65% cut overnight to our benefit wage package all told - a 65% cut overnight. It was devastating to anybody that had a mortgage, anybody that had a car payment, anybody that had a family, such as me.

I chose not to go to work the next day for those rates, and unfortunately had to go on my own for 3 years, from 1984 to 1987 to build fences, decks, and to do renovations. Then I

became active in the Union again in 1987, when I went to work for a large company in the Calgary area. We had a major walkout, which was very unique to Calgary, very unique to Alberta, in that it was a non-Union walkout. I'm very proud and happy to say that I was one of those individuals that led those people off the jobs in 1987 for better conditions. Safety had become disastrous; it was hazardous to be a construction worker. So I led those people off those jobs, I'm happy to say, and we did get back into the Union once again. It took us a few years. I was fortunate enough to be hired by the local Union in 1987 to assist them in doing exactly what I was doing non-Union, which was informing people of what the Union was about, what the industry was about; what was happening. I'm pleased to say I joined the United Brotherhood of Carpenters staff, and have worked as a staff member since then.

The government of the day was the Peter Lougheed government, the Conservatives. The major contractors, some of which were involved in the lockout, were PCL, Cana, Ellis-Don, all the big major contractors of the day. It was a 100% involvement of the contractors. At the time of the day they got permission from the Alberta government through a change in the legislation, and they locked all the trade Unions out overnight, a '24 hour lockout'.

The 24 hour lockout was significant in that, prior to the lockout, we were all Union members. We had a full benefit package, full pension package, full wages. Collective agreements were in place. At the end of the day, after 24 hours of lockout, we were 100% non-Union. No collective agreements, no benefits, no overtime, no nothing - that simple. Devastating, absolute devastation. People had mortgages, they had car payments, they had marriages, and it was all just devastating to the social side of this province.

Up to 1982 the economy was flourishing. Oil was doing well, and there were a lot of large buildings, a lot of production downtown, serious construction. Unfortunately at the time, Trudeau and Lougheed got into a dispute over the oil industry in regards to the National Energy Policy, and I think that had a lot to do with the slowdown in the economy. It went from boom to bust overnight, and that's what our Province is well known for, the boom-bust cycle. When it busted, the contractors believed that they could get a better deal. There were more people than there were jobs, so they used supply and demand to drive the labour market down. There is such a thing as supply and demand in the economy, and I think we all accept that to a degree. But a lot of us don't have the privilege of having the government being so directly involved, and changing legislation to adapt those policies to devastate the economy in our interests. It wasn't only the trades that were devastated; this city and this province were devastated, because overnight people were locked out. There was no income. There were a huge number of people working in the construction industry, and taking that money out of that part of the market devastated this province.

General conditions prior to the lockout

Prior to the lockout, in the province of Alberta a journeyman carpenter was making \$18.50 an hour, had a full benefit package; teeth, glasses, prescriptions, all that sort of thing. All our overtime was worked at double time rates, and we had a substantial standard of living. I think people could make a decent living, they could buy a house, they could have a mortgage, and they could support a car payment. They could bring up

their children in a social environment that was appropriate, proper and safe. Those rates were paid because, as a carpenter, I myself was hanging off buildings anywhere from 10 to 50 stories in the air around a lot of dangerous equipment. That's not changed today, and that's why those rates were in place. I don't think they were exorbitant; some people did at the time. I don't believe they were in any way, shape or form.

A major issue with carpenters and Union carpenters is job safety, and for this, we have job stewards on every job. Those job stewards are watching out for the interests of the individuals. People think that it's about a hardhat, and making great money and getting great benefits, but that's not really what it's about. It's about safety, it's about longevity. It's about being able to have a decent standard of living and work in a safe environment so that you can grow up and coddle your children's children. It's very important that people understand, and I don't think that they do, that they understand that people hanging off a building in the middle of the winter is not a safe environment. They need to have a decent standard that's equivalent to the danger that they're taking in every day.

The Dandelions and reinvigoration of the Union

I was somewhat involved with the Dandelions, very little. But because I was so involved in the carpenters Union, we shouldn't have, but we were working around the clock almost, because there was such an interest. So I'll have to be honest with you, I don't know a whole lot about it, and I wasn't too involved in that part. I was so busy in my aspects with the carpenters Union and organizing.

When we walked off the job - and again I'm very happy and proud to say I was one of the leaders in the walk-off - we walked off because of the safety and working conditions and the wages. It was a tough row to hoe, however. We were a bunch of individuals, mostly carpenters, that basically had the same mind. It wasn't a Union involvement at the very beginning. Certainly at the end there was some Union involvement, but at the beginning it was non-Union people with a like way of thinking, believing that they had a similar cause in regards to safety. The safety was horrendous, absolutely horrendous. The working conditions were horrendous, the living conditions, the lunchrooms, everything was disgusting. It was absolute disgust.

Fortunately there were enough people with a similar way of thinking, who got together. We put together a group of us that sat down with the companies, and tried to negotiate a fair and equitable deal for ourselves. We didn't fare too well. We had gone in and, as an example, we wanted \$1.50 raise. Some of the large companies, however, wanted to give nickel raises, 20 cent raises. We were so far behind that those wouldn't even accomplish anything. And that wasn't even the issue. The money was a secondary issue, safety was the main issue. We didn't fare so well. So it was very fortunate that there was a Union that was able to come in, assist us in a financial manner to organize ourselves. Just to put simple things, we had a rally in Princess Island Park, to get a PA system and a few T-shirts and some stickers to bring some people down to hear us speak. It was the Union that assisted us in that area. But initially, I want to make this very strong - it was a non-Union movement at the very beginning. There were some 450 of us eventually after a couple of weeks time joined forces. Basically we did more or less shut the construction industry down in the Calgary area. And it did spread to some of the outlying areas to a degree, and to the Edmonton area and Medicine Hat, Lethbridge, Red Deer. It was one of

the most exciting times of my life, to be involved in something like that to help people. I had a mortgage to pay at home, 2 young children, car payments, and they were actually sitting on the shelf while we did this. There was many of us did that, just took it upon ourselves and tried to shut that part of life out and said, we're going to go forward and make a go of this, and hopefully at the end of the day we can get it. In that process it took a couple of years, but we ended up with a new provincial collective agreement again in 1988.

When the lockout occurred in 1984, it created a great amount of strife in the industry. Many people had horrendous welfare. Unfortunately, that led us to work together as a group of non-Union people in 1987. We went forward with that to a given time, as long as we could. The Unions did help out; various Unions, not only the carpenters Union. In my position it was the Carpenters' Union which was the leader in it, but a lot of the other Unions joined forces.

Once I was hired and one of the other people that led us off the job, we basically sat down and did everything in our power, now that we had a resource, to draw on, and go talk to our brothers and sisters in the field in regards to what we were doing non-Union. Now we were Union, and it was time to go back into that industry and talk to those people and try and organize them into a Union environment. We were somewhat successful to a degree, in that over the years. Probably the biggest group that we organized in 1988 was Ellis-Don. It was a fairly large company, and a very large company today. It was a pretty large company at that time. We did that on an ongoing basis. We had likeminded thinkers similar to us in other Unions, and we got together and pressured and pressured and pressured the contractors and the government.

We also made many visits to the Legislature and to the Labor Ministers at the time. In my time, I think I've been through about 8 Labor Ministers in a short period time. We finally convinced the contractors that maybe it was in their best interests to get the skill level up and to get qualified people. They had to come up with a new collective agreement. A collective agreement is an agreement that is struck between, in my case the United Brotherhood of Carpenters, local 2103 in Calgary, and the contractors association, which is the Construction Labor Relations Association. They sat down with us, that's the Unionized contractors association and the Unions.

It took us quite a while, a couple of years, but we finally came up with a new collective agreement. Such a collective agreement basically sets out the conditions of employment, and it's usually a one or 2 year agreement. It sets out the wages, the conditions, safety, all those sort of things. Benefit package. It's critical that people understand that you have to have benefits, you have to have a pension for your future. Not only for today as the benefits, but for the future your pension, so people can have a decent standard of living. We did that. We didn't even know what we were doing at the time. We were young and full of vinegar, and away we go, full of piss and vinegar, and away we go. That's what we had, we had tunnel vision. We needed to get these people a decent standard of living and we weren't going to give up. That was the issue that the contractors did finally see, the government also saw that. With the winter Olympics coming up, they saw that there could be potential for bad press. So we used that in a positive way. Not in a negative way, in a positive way, to get a decent standard of living for the individuals, all carpenters. It did spin off, because there was collective agreements for all kinds of different trade

Unions. The spin-off was phenomenal, where to this day it's pretty traditional to have collective agreements with the Union sector.

Application of collective agreements

The contracts are to be used in an organized area. With the Carpenters Union jurisdiction, as an example, the Carpenters Union in Calgary, Local 2103, extends from Ponoka to the Saskatchewan border, the BC border, and down to the United States border. In that region today, if a contractor is organized in that area, in that jurisdiction, they will do their work Union. If they go outside of that jurisdiction they can still do it non-Union. So you don't get the company all over everywhere all the time, you get them for certain regions that they're organized in. When we sit down with the employees of that company that fit within a bargaining unit, in this case carpenters, if they fit the bargaining unit description, we would sit down with those individuals and talk to them about Union or non-Union. Then it goes to a free vote. Once we have a certification, that meaning that we have the company certified and we have at least 40% of the employees in that jurisdiction organized, and they've signed a petition, we can take that to the Alberta labor relations board, and that can take it to a vote some weeks later. Unfortunately the company gets to work on the employees and in some cases threaten, intimidate, coerce, and in some cases put a lot of pressure on them to not vote for the Union. But in those cases back in those days, the majority of the people, and it has to be 51%, have to be in agreement through a labor board sponsored vote.

Most of the time, and this hasn't changed a lot since the day I started organizing in 1987, things haven't changed very much. It's very simple. The contractor has a given amount of time, anywhere from 2 weeks to a month, to discuss with the employees not to belong to a Union. Sometimes it becomes threatening that the company will close the doors and go out of business. Sometimes it's as simple as you'll never work in this province again. There's a lot of coercion, a lot of intimidation that goes on on a regular basis. It's tough, because people have mortgages, they have car payments, and they're scared. It's a fear tactic I believe. The sad part is that you see all these old movies about all the Unions and the mafiosa and that sort of thing. Me, from being on the inside, I find that the reverse is actually true. I've been threatened on organizing drives, and I won't even tell you what I've been threatened – the utmost threats, to leave them alone, to get out of town. I've been followed, harassed, people have visited my home. There's been some serious business over the years. I've never threatened, and I would never ever threaten anybody, because I want them to come into the Union voluntarily. I don't think coercion and threats, fear factor, is going to work. It works for the employer on the other side. It's not changed much in many years.

Difficulties of union organizing in Alberta

Unfortunately I think that coercion and threats are working very well. Our evidence is that our organizing drives are very difficult in the province of Alberta. I've been at their homes, go to a restaurant and have a visit with a bunch of people. There's no intimidation, there's nothing. Basically what we do is go there and chat. When I hear them say they need a Union, they want a Union, they need to belong to an organization that has some clout, that they can sit down in a fair and equitable manner with an employer. When I'm sitting there and they're all signing cards, they're all absolutely clear that they wish to join

the Union, then 2 or 3 weeks later I go back and they don't want to talk to me anymore. Everybody's telling me the same story. They've been told if they continue with this line of direction to joining a Union, that they will be terminated, the company will close down, the conditions will get very tough. That's a threat, that's intimidating for an employee, a common person out on the street just trying to make a living. They have a choice, join a Union and lose their job, or not join a Union and keep their job. It's amazing. It's no spectacular invention, it's pretty simple business. Just threaten people with their jobs and they tend to switch whatever way you want them.

It is illegal what the employers are going, but it's very difficult to get a person, now you've asked them to join the Union, and the employer gets back to them and says, you join the Union you'll be terminated. Then I tell them that's illegal. Very simple, that's illegal, they can't do that, it's an unfair labor practice. It's very difficult to get that person to go to the next level and say, well I was going to give up my job to go to the Union, and now I'm going to end up in court against my employer that's threatening to terminate my employment or close the company down. It's just one more step. It's very complicated and difficult for a person. It's very stressful for a person to go through that environment. All they thought they were doing was signing a card to join the Union, to have an equal representation and have somebody fairly and equally represent them. Here they are now having to go into an unfair labor charge against the employer that's threatening their job!

The voting requirement is very negative. We don't go in and just willy nilly go fishing there. Basically we go in there to try to get a bargaining unit to come forward. 99% of the time, people come to us and ask us, please help me. We don't just go out there and pick a company. They come to us, can you help us, please come and help us. Whether it be a shop or construction company or something of that nature, they come to us and say, can you help us, please help us, we're being mistreated. The safety is horrendous. We've seen what's happened in Brooks recently. We've been very involved in that, and there's a lot of dirty business going on in that. The only press that gets any attention there is against the Union. You don't get the negative press very often in regards to what the companies are doing. We understand that, and we are involved at the front line knowing exactly what's going on, but it's very difficult for an employee to come out and say, "Yes I'm going to come out. My belief is I need a Union, and I'm going to go all the way." It's very difficult for them, when the threat of their job loss is hanging over their heads.

History of UBCJA

I guess our history goes back to 1881- this is the part that keeps me going, that instills in me the will to go on, failure after failure. We've been around since 1881, and we've been around in the Calgary area since the late 1800s. We've been in the Calgary region without a break since April 12th 1904. We've been here for over 100 years, and we're not going away. There've been tough times. We've had legislation years ago, back in the early 1900s, that said that we were an illegal Union. We've had a lot of pressure in my short tenure since 1987, all the different labor leaders that have gone through and the labor legislation changes. We're not going away, we're going to be here.

The reason that we're going to be here is there's always a need for organized labor. There are always unscrupulous people out there who are going to take advantage of working people. We're not going to go away, because the need for us is always going to be there.

As much as there's some failure there, yes that's recognized, but there's always a need. The need never goes away. I wish it would. That would make my life fulfilled, in the Union movement anyway, if that void was filled. That people would treat people with dignity and respect, and give them a decent standard of living. There wouldn't be a need for Unions. But I have to tell you, that's not going to happen. I'm 52 years old now, and I haven't seen it. There are some good employers out there, there's no question. But there's a bunch of unscrupulous people out there too, and they're going to take advantage of people. Unions will be there. Tough times and good times, we're going to go through both. But 100 years from now, we're still going to be there.

I've been involved with Merit Shop since 1985. Merit Shop came to Alberta in 1985 in an official capacity. People don't quite understand, but it's simply in the name; the Merit Contractors Association. They represent the contractors, not the employees. I don't think a lot of people understand that. That's basically the convenience of the companies. We represent the individual, we represent the carpenter. We represent the guy with the hardhat on the jobsite, we don't represent the companies. We try and make a collective agreement that's going to be satisfactory to both parties, but at the same time our main focus is on representing the individual.

The Merit Contractors Association is a group that will represent the employers as a group. They pay dues, they pay a percentage. At the end of the day, the Merit Contractors Association is there to represent the employers in organizing drives, and to quash any legitimate organizing drives. There are some good things that they have, don't get me wrong. But at the same token, their main focus is to quash Unions, to get rid of Unions, and take advantage of the employee.

CLAC, the Christian Labor Association of Canada, became a religious organization and Union when they first started up. Now, they're a Union of convenience - there's nothing I can say more clearly than that: it's a union of convenience. They sit down with the employer and come up with a collective agreement that's suitable to the employer. You have to take into consideration that a Union does not negotiate for an employer. A Union is to negotiate for the employees. Once they negotiate for the employees and get the best standard of living they can for those employees, and give them the democratic right to have a ratification vote. A ratification vote is a special called meeting of all the individuals that work at that company, and the collective agreement is spelled out to them in detail. As long as it takes, in a democratic process, and at the end they have a vote in regards to whether it's accepting that ratification or declining that ratification vote. They either accept what's been presented to them or decline it. That has happened in the past, where our Union has had ratification votes that have failed, because we haven't gotten exactly the main issues that people wanted. We have to go back to the table. With CLAC, they don't go back to the table. They sit down with the employer, and come up with an agreement that's going to suit the employer. Once that's transpired, they go forward and present it to all the employers. The employees have very little to say in a ratification of a Christian labor association agreement.

Christian Labor Association has a sign-up package that involves getting some of the bigger corporations and protecting them from traditional Unions. There are quite a

number of the bigger groups in Alberta that have joined the Christian Labor Association. You'll find that part of the time it's because there's a traditional Union organizing drive on the go. That's when the Christian Labor Association will come along and sign up that contractor – not the employees, but the contractor. We're there to sign up the employees. Several contractors that have CLAC involved with them. There's Flint, and several companies. I won't go into the details of all the different companies who are in there. But there's several companies that have joined CLAC because there's a traditional organizing drive on the go, and therefore they feel they can protect themselves by joining the Christian Labor Association.

Plans to bring in short-term migrant labour into the Province

There is a shortage of skilled workers in the province of Alberta. I would prefer, however, that if we're going to spend a great deal of money, we should spend that money in the province of Alberta. Train these people; don't just give them loans and grants that the government has ongoing now. It's a tough go to try and go to school. As a carpentry trade, you have to go to school 2 months a year for 4 years, and it gets pretty cumbersome. That gets pretty difficult for a person to try to work, raise a family, and so forth. At the end of the day, Christian Labor Association and the Merit Shop are meeting on a regular basis with the Government of Alberta and various contractors.

There is a shortage of people in Alberta, skilled people. The Christian Labor Association of Canada and the Merit Contractors Association have both been meeting with the Alberta Government in regards to immigration. We have no problem with immigration; I'm an immigrant of Scottish descent myself. We've all come from somewhere else, and we're very much in support of that. What we don't want to see, and what we're very concerned about and very focused on these days, is to bring people from other countries to exploit them in this country, such as the hotels downtown, some of these areas exploiting the manpower of men, women and children. We don't want to see that. We want to see people come here, make a decent standard of living, work in a safe environment, and be able to go home with all their fingers and toes.

Voluntary recognition and training

That's a tough nut. I can go into good talks with some contractors that I've dealt with, I guess. Basically in the province of Alberta, since we got back in the swing of things in the late '80s, we have had some luck with some contractors. We have something called Voluntary Recognition (VR). We have contractors that'll come to us, or we'll go to them and cut a deal with them, similar to some other groups. But we do it in a positive proactive way. We go there to negotiate a collective agreement with the employees, to give them a fair shake. We've had some luck in that area, and some people are saying that they like what they see.

We have training centers all over Alberta, and spend a couple million dollars a year on training. Our members like that. Specifically in the scaffolding industry, a lot of people are very encouraged and impressed with our training facilities in the province of Alberta. So some people have come forward to do what we refer to as VR. The organizing one has been somewhat negative. I would say there's more losses than gains. It's very unfortunate, because when they first start, we would never go into a bargaining unit fishing, a fishing expedition. We want to get those people a decent standard of living. We want to get those

people a decent way of life, a future. In that process, we end up with a negative, because the contractors have too much time to work on these people, and unfortunately, get them to change their mind not to be Union. We are very concerned about the issue of immigrant workers being exploited in the province of Alberta. We would very much like to see those people involved with our organization, so that they can have a decent standard of living, and that they can be treated fairly and equitably, and live under a collective agreement.

It's interesting, because when I started in this industry, the government, or the contractor was responsible for all training. It's been downloaded over the years since I've been involved, from 1976 till now. Every year, almost monthly, all of those aspects of the training are downloaded onto the Union. We have a training fund. We have cents per hour come off of the hours worked, for every individual, that go into an account. We use that for training. It's a sad situation, because it always used to be paid for by the contractors. Now it's downloaded onto us. Even things as simple as an orientation have been downloaded onto the Unions. It's very difficult to go forward and be able to do whatever it's needed to do in the industry, and not have that training. Training is absolutely critical and most important in the industry today. There's less and less skilled people, there's more attrition at the end. When I started in 1976, there was younger people coming in. I had a lot of people my own age at the time that were coming into the industry. But I see now, and statistics show that, is that there's less and less younger people coming in. The average age of the construction worker, in our case the carpenter, is actually getting older each year. People have to understand, they would think that's a natural phenomenon, but it isn't. There should be people coming in the front end to load up for the back end, and it's not actually happening. Part of it I think is that it's dangerous. There's not the security that there once was. It's a serious business. Everybody wants to go into computers and learn how to do things on the computer. They don't want to hang off a building 50 stories in the air on a cold windy day. There's a dangerous aspect there.

The role of the apprenticeship system

I took the apprenticeship in Alberta, the Alberta carpenters apprenticeship, for 4 years. I completed my course in 1980, and had just about everything that was necessary. We learned just about everything at school, at the traditional apprenticeship school. But nowadays everything is specialized – in the form work, in the finishing, in the cabinetry. Even just regular high rises today, you see these platforms - they're called 'fly forms'. They pour them usually on a 6 day, 5 day, 7 day cycle. Technology has advanced dramatically, and everything is so highly specialized nowadays, that we need a vast amount of training. It should be involved in the apprenticeship system, but if you want to go back to school and get something specialized, now you have to take a different course and go into that and pay for that. It's very difficult for people to be able to do that. So that's why we have the training. We do the training for the individuals.

We usually go for a response to the contractors, and ask them what they need? Then we focus ourselves in that direction to do that training. Whether it be in scaffolding or carpentry or interior systems, drywall, whatever it may be. We try and go down that road, the needs of the employer. But it's becoming a bit of a trap, because the download is becoming all the pressure is on the Union to be able to accommodate the employer's needs. That should normally be done through the regular apprenticeship system. But

everything's being cut back and cut back and cut back. Nobody has the time, nobody has the resources to do it. We've built the resources to do that. We have 3 training centers throughout Alberta: Calgary, Edmonton, and Ft. MacMurray. And they're ongoing almost full time. We have night courses, weekend courses. Then we have the traditional day courses and specialized training.

The future?

I'm optimistic, although I'm concerned as well, very concerned. I see the almighty dollar becoming more important in people's lives. The almighty dollar becomes more important than the future. Not many people have the foresight to look way down the road. The training is being downloaded at a rate that I don't think is going to be able to be absorbed by the Unions. It's not going to be absorbed by the industry. You're going to have less and less skilled people all the time. Then when we're bringing people in from other countries, with even less skills, it could get fairly dramatic in the next 20 years. When you get into a facility, a big building, there's a lot of moving parts, there's a lot of heavy equipment. Everything's going at once, and I don't think people understand that. Everything's moving at once. It's like an ant farm down there with a whole bunch of heavy equipment. It's very dangerous. The reason that we have very few accidents, certainly major accidents, is because of the training, and because of the vast array of skilled people. But it's very difficult to keep up. The industry is too demanding. They want everybody to come out of the woodwork, and that's not going to happen. We have to bring youth into the industry, we have to encourage the youth to come into the industry. And we're not doing that. I go to schools as often as I can. Some schools won't even let us in there, it's kind of strange. They have that philosophy of the Union they don't want them involved. Some do, and we have some reasonably good success going into the schools.

Some people would choose to go into the carpentry field, and we will do whatever we can to accommodate that person to get the skills necessary for them to make it in this industry. I go to the training facilities and encourage the individuals that come into our training facilities to get as much possible training as soon as they can, and they'll never be out of work. They'll be able to work in a safe environment. That's the main issue for us - safety. If we can have highly skilled people on these 'ant farms' with all this equipment moving around, it's very unique in that if those people have the skills necessary, you will see very few accidents on a ratio basis, very few. We're very proud of that, and I think it's an accomplishment. But it's going to be very difficult to go forward with the amount of training that is necessary, and the people that we need to bring into the industry.