Job Demands Analysis

Worker's Occupation: Pipelayer in Water (PiW)

Prepared for: City of Richmond

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OVERVIEW OF POSITION

The Pipelayer in Water (PiW) position has two key roles: manual labourer and administrative. The PiW's manual duties include the preparation, installation, finishing and testing of the fresh water supply lines to residential and commercial users and the City's fire hydrants. The PiW's administrative duties include the supervision and direction of labourer in water (LiW) staff, planning and organizing the day's work duties, and arranging and ordering the required supplies for the day's job.

WORK HOURS/WORK SCHEDULE

Fulltime Hours: 9 hours/day

• Shift: 4 week days / week

Breaks: one 60-minute lunch break

Overtime: as required

Frequency of overtime: varies depending on need

PERSONAL PROTECTIVE EQUIPMENT

Hard hat

Steel Toed Boots

Gloves

Overalls

Knee Pads (Optional)

Safety Glasses

Hearing Protection (Task-specific)

Respiratory Protection Equipment (Where required)

TOOLS AND EQUIPMENT

A PiW may use the following tools and equipment to perform their duties:

Up to 20 lbs:

Hammers

Screwdrivers (hand/electrical)

Wrenches

Saws (hand/electric)

Measuring tape

Crowbar

Sledgehammer

21-50 lbs:

Various sizes/lengths of piping

Various clamps and fasteners

51-100 lbs:

Portable generators

Compactor

100 lbs +:

 Various sizes/lengths of piping JDA: Pipelayer in Water Grinder

Shovel

Broom (hand/gas-powered)

Rakes

Portable hand tools (sander/drill)

Various sizes/lengths of piping

Various clamps and fasteners

Chainsaw

Crowbar

Various sizes/lengths of piping

Various pipe fittings

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WORK ORGANIZATION

The PiW supervises a team of workers (LiW). A PiW will lead and supervise a small crew of 4 LiWs. As the supervising lead, the Pipe Layer in Water (PiW) will direct the specific tasks for the day. The PiW reports to a sub-foreman.

REQUIRED EDUCATION & QUALIFICATIONS

- Class 5 driver's license
- General orientation courses as required by the City of Richmond eg) flagging, traffic control
- BC Waterworks Certification levels 1 3
- One year or 2000 hours of experience as a Labourer in Water
- Every 2-3 years complete a Level I first aide course

ESSENTIAL - PHYSICAL DEMANDS

The essential physical tasks of a Pipelayer in Water (PiW) can be divided into two key jobs.

Job 1 – Laying Fresh Water Supply Lines

- 1. Preparing and transporting materials from the City Works Yard to the work site
- 2. Preparing the work site
- 3. Preparing the 'pit/trench' to ensure it is at the correct depth
- 4. Measuring, cutting and preparing the main line to fit the length of the 'pit/trench'
- 5. Carrying, dropping, and maneuvering the new main line in the 'pit/trench'
- 6. Securing the new line in the 'pit/trench' with clamps and fasteners
- 7. Applying bedding to the new main line
- 8. Compacting the new main line and cleaning up

In a typical day, a team under the direction of a PiW will install up to 400 feet of new main lines.

Fresh water supply lines come in 3 different diameters: 4", 6", and 8". Each fresh water supply line is 20 feet in length. An 8" fresh water supply line weighs close to 185 lbs and can be carried by two adult men (Figure 1). A 6" line weighs close to 100 lbs and can be carried by one adult man. A 4" fresh water supply line can be awkward to carry because it flexes and bends. Occasionally, a fresh water supply main line needs to be measured and cut to size.



Figure 1



An 8" main line hub weighs 225 lbs. This is carried and dropped into place with an excavator / machine. PiW may maneuver / position the hub into place.

The following tasks from Job 1 are physically repetitive:

- 3. Preparing the 'pit/trench' to ensure it is at the correct depth
- 4. Measuring, cutting and preparing the main line to fit the length of the 'pit/trench'
- 5. Carrying, dropping, and maneuvering the new main line in the 'pit/trench'
- 6. Securing the new line in the 'pit/trench' with clamps and fasteners

Job 2 – Prepping and Testing Fresh Water Supply Lines

PiW are also required to prep and test supply lines to all residential/commercial users and the City's fire hydrants. Essential duties of job 2 include:

- 1. Preparing the work site
- 2. Excavating the area around the fire extinguisher, junction box or water meter (Figure 2)
- 3. Installing a new water supply line under ground (asphalt/driveway/grass)
- 4. Chlorinating, testing and cleaning the new water supply lines
- 5. Disconnecting the old water supply line
- 6. Backfilling / covering the area around the fire extinguisher, junction box or water meter

In 4km section of main line piping, a team under the supervision of a PiW can typically install up to 192 supply lines to service residential/commercial users and/or fire hydrants.



Figure 2

A detailed description of each essential task follows in the next section.



Job 1 – Laying Fresh Water Supply Lines

1 - Preparing and Transporting

The Pipelayer in Water (PiW) will meet his team of Labouers in Water (LiWs) at the City Works Yard on Lynas Lane at the start of each work shift. The PiW will review the team's work duties for the day. Supplies and tools are loaded into City vehicles. The PiW and his team will drive to their designated work site for the day.

2 - Preparing the Worksite

The Pipelayer in Water (PiW) and his team of LiWs prepare the worksite. This may include the following:

- Diverting traffic and setting up traffic cones
- Transporting equipment
- Liaising with other City departments (Roads) or 3rd party providers
- If needed, ordering additional supplies via the team's sub-foreman.

3 - Preparing the 'Pit/Trench'

Working with a backhoe operator, a PiW may direct the operator with hand signals on the depth and direction of where the trench should be dug. Once the preliminary boundaries of the trench are unearthed, PiWs may enter the trench and manually inspect the depth, grade and width of the trench. Using hand shovels, a PiW may shovel dirt and soil to ensure that the edges of the trench are level. Dirt/soil is removed or added as required. A typical trench is narrow. The interior terrain of the trench can be wet and uneven (Figure 3).



Figure 3



4 – Measuring, Cutting and Preparing the Main Line

There are two key components in this process:

i. Once the trench is prepared, the PiW may measure the appropriate length of piping for the trench (Figure 4). A tape measure and a grease pen are used. If required, the pipe will be cut with a portable handsaw (Figure 5). A portable sander is used to shape and finish the end of the pipe to ensure it fits into an adjacent section of piping (Figure 6).







Figure 5



Figure 6

ii. Before the pipe is lowered into the trench, the PiW may attach any clamps and fasteners to the main line pipe (Figure 7). These clamps and fasteners are manually positioned into the appropriate place and secured with an adjustable wrench or a ratchet style wrench.



Figure 7

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If involved, the PiW will need to exert approximately 90 lbs of push or pull force to secure the nut firmly (Figure 8). A portable drill is used to drill holes for the water supply lines within the trench (Figure 9).



Figure 9

5 – Carrying, Dropping and Manoeuvring the Main Line

If required, a PiW with a LiW will lift, carry and position the prepared main line into the trench. An 8" diameter of piping measuring 20 feet in length weighs close to 185 lbs (Figure 10). The PiW or another LiW may assist with the process by waiting within the trench to receive the pipe. Once the pipe is in the trench, the PiW or another LiW will work in concert to lift and position the new section of piping into place. If required, the PiWs may be involved in adjusting the level of the pipe by adding or removing dirt/soil with a shovel.





Figure 10

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6 – Securing the new line in the 'pit/trench' with clamps and fasteners

There are several steps in this process:

- i. Before the new line can be permanently secured, a PiW may be involved in applying an adhesive known as 'soap' to the opening of the new pipe and to the opening of the existing pipe. This adhesive is applied with a piece of cloth. The adhesive is identified within the red box and the red arrow points to where the 'soap' is applied (Figure 11).
- ii. To close the new section of pipe into an existing section of pipe, a PiW may use a rod as leverage and force both sections of piping together. If involved, the PiW will need to exert approximately 152 lbs of pull to secure both sections of piping together (Figure 12).



Figure 11



Figure 12

iii. The new line is secured manually with a long bolt and a matching nut. A wrench and socket set are used to seal and close both sections of piping together (Figure 13).



Figure 13



iv. Individual fresh water supply lines (black piping) to residential or commercial users are secured to the main fresh water pipe (blue pipe). The black supply line is cut to size and secured to a clamp on the main fresh water pipe. A wrench is used to manually secure both lines together. If involved, a PiW needs to exert approximately 90 lbs of push or pull force to secure the nut firmly (Figure 14).





Figure 14

7 – Applying bedding to the new main line

Once the main fresh water line is installed and secured, a PiW may be required to prepare the closure of the trench. Water is sprayed into the trench to reduce the spread of dust. If the PiW is involved, the PiW will give hand signals to the backhoe operator as to the amount and direction of dirt to unload (Figure 15).





Figure 15

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8 – Compacting the new main line and cleaning up

Once the trench is backfilled and covered, a PiW may be involved in the compaction, compression and sealing of the trench (Figure 16). PiW may also be involved in cleaning up the surrounding environment (Figure 17). The appropriate City department, namely Roads or Concrete Finishers, will return the road to its original condition.







Figure 17

Job 2 - Prepping and Testing Fresh Water Supply Lines

1 - Preparing and Transporting

PiW and LiW staff meet at the City Works Yard on Lynas Lane at the start of each work shift. Work tasks/schedules for the day are reviewed. Supplies and tools are loaded into City vehicles. The team drives to their designated work sites for the day.

- 2 Excavating the area around the fire extinguisher, junction box or water meter

 A PiW may be involved in excavating the soil around a fire extinguisher, junction box or water meter to the appropriate depth. The 'pit' is covered with plywood till it is ready to be put into service.
- <u>3 Installing a new water supply line under ground (asphalt/driveway/grass)</u>
 The PiW may be involved in the installation of a fresh water supply line. This new supply line will be provide fresh water to an extinguisher, junction box or a residential/commercial water meter.



4 - Chlorinating, testing and cleaning the new water supply lines

PiW will test and check the new water supply lines. These lines are tested several times with litmus paper. Before these fresh water supply lines are finalized for use, they are flushed clean with a chemical mixture and compound ie) sodium sulfate

5 - Disconnecting the old water supply line

Once the residential/commercial fresh water supply lines are tested and secured, the old water supply lines, if appropriate, to the end user are disconnected permanently.

6 – Backfilling / covering the area around the fire extinguisher, junction box or water meter. The 'pit' is backfilled with dirt. A compactor to compress and seal the 'pit' may be used. The 'pit' is contained by the suitable lid / external container ie) concrete / green lid. PiW will clean up the surrounding environment and return their tools to their City trucks.

PHYSICAL DEMANDS OF WORK TASKS

The following guide/descriptors have been used to identify the frequency, and the load of the specific steps as outlined in the preceding pages (3-10) of this document.

Table ST1 - Physical Demand Characteristics Of Work (Dictionary of Occupational Titles - Volume II, Fourth Edition, Revised 1991)								
Physical Demand Level	OCCASIONAL FREQUENT CONSTANT							
	0-33% of the workday	34-66% of the workday	67-100% of the workday					
Sedentary	1 - 10 lbs.	Negligible	Negligible					
Light	11 - 20 lbs.	1 - 10 lbs.	Negligible					
Medium	21 - 50 lbs.	11 - 25 lbs.	1 - 10 lbs.					
Heavy	51 - 100 lbs.	26 - 50 lbs.	11 - 20 lbs.					
Very Heavy	Over 100 lbs.	Over 50 lbs.	Over 20 lbs.					



Action	Weight / Force (Lb.)	Travel Distance	Frequency	Task Parameters (Essential/non-essential)						
	Lifting									
Floor to Waist	11-20 lbs	0-36 Inches	Frequent	Essential – screwdrivers, wrenches, measuring tape, shovel, sander. Steps 1-8. Figs 3-9, 11, 13, 14 & 17.						
	21-50 lbs	0-36 Inches	Frequent	Essential – various sizes/lengths of piping, clamps and fasteners. Steps 1-8. Figs 3, 8, 10, & 15.						
	51-100 lbs 0-36 Inches		Occasional	Essential – various sizes/lengths of piping, clamps and fasteners and force in lbs to secure clamps and fasteners. Steps 1-8. Figs 3, 8, 10, & 15.						
	100+ lbs	0-36 Inches	Occasional	α 10.						
				Essential – various sizes/lengths of piping and force in lbs to secure pipes, clamps and fasteners. Figs 8, 10, 12, 13, & 14.						
	11-20 lbs	0-36 Inches	Frequent	Essential – screwdrivers, wrenches, measuring tape, shovel, sander. Steps 1-8. Figs 3-9, 11, 13, 14 & 17.						
	21-50 lbs	0-36 Inches	Frequent	Essential – various sizes/lengths of piping, clamps and fasteners. Steps 1-8. Figs 3, 8, 10, & 15.						
Waist to Shoulder	51-100 lbs	0-36 Inches	Occasional	Essential – various sizes/lengths of piping, clamps and fasteners and force in lbs to secure clamps and fasteners. Steps 1-8. Figs 3, 8, 10, & 15.						
	100+ lbs	0-36 Inches	Occasional	Essential – various sizes/lengths of piping and force in lbs to secure pipes, clamps and fasteners. Figs 8, 10, 12, 13, & 14.						
Shoulder to Overhead	11-20 lbs	0-36 Inches	Occasional	Non-essential – light demand.						



Action	Weight / Force (Lb.)	Travel Distance	Frequency	Task Parameters (Essential/non-essential)					
Carrying									
	11-20 lbs	0-36 Inches	Occasional	Essential – shovels, saws, sledgehammer, drills, wrenches, grinder, portable sander, various sizes/lengths of pipes, clamps and fasteners. Steps 1-8. Figs 3-9, 11, 13, 14 & 17.					
Bilateral Carrying	21-50 lbs	0-36 Inches	Occasional	Essential – shoveling, various sizes/lengths of piping, clamps and fasteners. Steps 1-8. Figs 3, 7, & 15.					
	51-100 lbs	0-36 Inches	Occasional	Essential – shoveling, various sizes/lengths of piping, clamps and fasteners. Steps 1-8. Figs 3, & 10.					
	100+ lbs	0-36 inches	Occasional	Essential – various sizes/lengths of piping up to 160 lbs and clamps and fasteners up to 125 lbs. Steps 1-8. Figs 8-10.					
Unilateral Carrying – Right / Left	11-20 lbs	0-36 Inches	Frequent	Essential – shovels, saws, sledgehammer, drills, wrenches, grinder, portable sander, various sizes/lengths of pipes, clamps and fasteners. Steps 1-8. Figs 3-9, 11, 13, 14 & 17.					
g 23	21-50 lbs	0-36 Inches	Occasional	Essential – various sizes/lengths of piping, clamps and fasteners, chainsaw, and crowbar. Steps 1-8. Figs 3, 8, 10, & 15.					



Action	Weight / Force (Lb.)	Travel Distance	Frequency	Task Parameters (Essential/non-essential)				
Push / Pull								
	11-20 lbs	0-36 Inches	Frequent	Essential – push/pulling/lifting tools. Steps 4, 6 & 8. Figs 4, 6, 7, 11, 13, 14, & 16.				
Static /	21-50 lbs	0-36 Inches	Frequent	Essential – push/pulling/lifting tools. Steps 4, 6 & 8. Figs 4, 6, 7, 11, 13, 14, & 16.				
Pushing & Pulling	51-100 lbs	0-36 Inches	Occasional	Essential – static pull or push of 90 lbs of force with a wrench to fasten a nut/bolt. Step 4ii. Figs 8, 13 & 14.				
	100+ lbs	0-36 Inches	Occasional	Essential – static pull of 152.5 lbs of force with a crowbar to align two sections of piping together. Step 6ii. Fig 12.				

Action	Force Required	Frequency	Task Parameters (Essential/non-essential)
		Gı	ripping
Right Hand &	11-20 lbs	Constant	Essential – all hand tools, equipment, fasteners and clamps. Steps 1-8. Figs 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 & 15.
Left Hand	21-50 lbs	Frequent	Essential – all hand tools, equipment, fasteners and clamps. Steps 1-8. Figs 3, 8, 10, 12, 13, & 14.

Action	Force Required	Force Required Frequency Task Parameters (Essential/non-essen				
Fine Finger Movement						
Right Hand	11-20 lbs	Frequent	Essential – manipulating all hand tool and equipment			
&		toggles and switches, and nuts/bolts on fasteners				
Left Hand			and clamps. Steps 1-8. Figs 4, 7 11, 13, 14, 16 & 17.			



The table in the subsequent page highlights the frequency of the most common movement patterns performed by the City of Richmond's Pipelayer in Water (PiW).

The numeral in the "Task #" column refers to these tasks in Job 1 - Laying Fresh Water Supply Lines.

- 1. Preparing and transporting materials from the City Works Yard to the work site
- 2. Preparing the work site
- 3. Preparing the 'pit/trench' to ensure it is at the correct depth
- 4. Measuring, cutting and preparing the main line to fit the length of the 'pit/trench'
- 5. Carrying, dropping, and maneuvering the new main line in the 'pit/trench'
- 6. Securing the new line in the 'pit/trench' with clamps and fasteners
- 7. Applying bedding to the new main line
- 8. Compacting the new main line and cleaning up

The "Frequency" column is described as follows:

N = Not required, R = Rarely (<2%), O = Occasional (3-33%), F = Frequent (34-66%), C = Constant (67-100%)



PHYSICAL DEMAND	TASK#	FREQUENCY					-	DESCRIBE ACTIVITY
FITTSICAL DEMIAND	IASK#	N	R	0	F	С	Note dista	ances, durations and surfaces
MOBILITY								
Walking	1-8					$\overline{\mathbf{A}}$	Walking ~ 70% of	
Standing	1-8					$\overline{\mathbf{Z}}$	- 125 metre area. Over paved and gravel/uneven terrain	
Sitting	4			$\overline{\mathbf{Z}}$			Standing ~ 90% of time. - Obtaining/operating tools, conversing with peers.	
Crawl	-		$\overline{\mathbf{Z}}$				- Over paved/uneven terrains (trench/pit).	
Driving (Forklift/Vehicle/Other)	1,2	П	П	V		П	Sitting ~ 10% of tir	
		Ħ					- Securing fastener Driving ~ 5% of tir	
		H	H	H	H	Ħ		ucks between work sites and roving vehicle
POSTURE – Back							1 2 1	•
Bending Forward	1-7	П	П	П		П	Forwards/Twisting	\sim 67% ot time
Bending Backwards	1	一				一一	- Shoveling soil/di	rt
Twisting	1-8						- Securing fastener	
	10	片	H			H	- Obtaining tools	pipes, clamps, fasteners and tools
		H	H	H	H	H		
POSTURE - Reaching			Ш				Note forward and	/or side reach distances
Above Shoulder Level	1,2,3,5		ГП	Z			Both	Above ~ 20%
Chest to Shoulder Level	1-8					<u>✓</u>		- end range to obtain tools, shoveling.
Below Chest Level	1-8		片片				Both	Chest to shoulder ~ 70%
Behind Body	1-8	片			=	$\overline{\mathbf{Z}}$	Both	- obtain tools, shoveling Below chest ~ 70%
Bellilla Body	1-0	片					Both	- shoveling and/or cleaning soil/dirt
		片片	片			片片		- securing fasteners/clamps to pipes
DOCTUBE FILE OF THE SECOND	BA(ΙШ	ΙШ	μШ	ΙШ	ш		- drilling
POSTURE - Elbow/Fore	1						I	Elbow / wrists ~ 75%
Elbow Flexion/Extension	1-8	片	片				Both	- mid to end range for tasks.
Wrist Flexion/Extension	1-8	片	片				Both	- shoveling
Wrist Rotation	1-8	片	片		片		Both	- securing fasteners/clamps/nuts/bolts
		片						- tool use (wrench, drills) - applying adhesives 'soap'
			ΙШ			_ Ц		applying union to soap
POSTURE - Neck		_	_				1 000/	
Forward Bending/Flexion	1-8	브	ᆜ			<u> </u>	Fowards ~ 90% - neutral to end rar	nge
Backward Bending/Ext.	1-8		$\overline{\mathbf{Z}}$		Ш	ᆜ		ng nuts/bolts/fasteners
Twisting/Turning/Tilting	1-8	브	ᆜ		Щ	$\overline{\mathbf{A}}$	- securing piping	
				Ш			Twisting/ turning ~	70% ition of the pipes / fasteners
							- checking the pos	ntion of the pipes / lusteners
POSTURE - Hip/Knee/A	nkle/Foot						I	
Crouching/Squatting	1-8					$\overline{\mathbf{Z}}$	Crouch / Squat ~ 70	
Kneeling	-			$\overline{\mathbf{Z}}$			- mid to end range for tasks - climbing in/out of the trench - positioning to secure nuts/bolts/clamps	
Climbing (Stairs/Other)	3-6					$\overline{\mathbf{Z}}$		
Jumping	-	$\overline{\mathbf{A}}$					- applying 'soap' or	
Foot Pedal/Action	1, 2		V				- carrying supplies - Climbing ~ 70%	and pipes to the worksite / trench
							- climbing in/out	of the trench
]	
N = Not required	R = Rarely	(<2%)	, O = (Occasio	nal (3-3	33%),	F = Frequent (34-6	66%), C = Constant (67-100%)



ESSENTIAL - NON-PHYSICAL DEMANDS

Pipelayer in Waters (PiWs) is required to account for environmental variables. These variables (wind, warm or cool temperatures, and weather) can impact the rate and effectiveness of the work. As the team lead, the PiW is responsible for monitoring the status of these variables and its impact on the work.

PiWs need to demonstrate these additional administrative duties:

- Knowledge of the occupational hazards
- Knowledge of the safety precautions
- · Converse, instruct, organize and direct work to a team of 4 LiWs
- Converse and liaise with a the sub-foreman as required regarding the day's needs/supplies

These demands (environment, hazards, safety, administrative) require the following range of cognitive and sensory skills.

Attention/concentration

- Sustained attending to the environment, traffic, power tools and heavy machinery
- Divided directing a crew, lying pipes, minding traffic and monitoring heavy machinery.
- Alternating conversing with equipment operators, directing traffic, and other tasks

Memory

- Procedural knowledge of methods, materials, tools, equipment and use of same
- Immediate and delayed visual written directions, location of materials/piping, and tools
- Immediate and delayed auditory verbal directions, conversations with crew/sub-foreman
- Prospective project timelines, schedules, meeting times

Executive Functioning

- Initiation beginning task/project
- Working memory short term directions/changes, providing instructions
- Sequencing identifying, implementing, and executing activities/actions
- Problem solving identifying and/or addressing unexpected issues with the crew/subforeman
- Termination completing a task/project

Sensory

- Vision observation of the immediate environment and task at hand
- Hearing attending to sounds within the environment, conversations with the crew/subforeman
- Touch to hold and manipulate tools/equipment

The table in the subsequent page summarizes the key environmental conditions that may influence and impact a PiW ability to do his/her job.



ENVIRONMENTAL/PSYCHOSOCIAL FACTORS:

ENVIRONMENTAL & OTHER CONDITIONS	YES	NO	TASK DESCRIPTION
Inside Work Location	Х		Reviewing timelines/needs/supplies with the sub-foreman.
Outside Work Location	Х		
Electronic	Х		Use of a computer and electronics
Mechanical	Х		Various hand tools ranging in size. See page 6 – figures 4, 5, 6, 7 for examples.
Fumes, Gases or Odours	Х		Various smells ranging from organics (soil, mud, water) to inorganics (burning plastic, chlorine, diesel, adhesives, exhaust smoke).
Dust	Х		Soil/ground and plastics
Toxic Conditions		Х	
Explosives		Х	
Wet/Humid	Х		Below and above grade level water
Noise	Х		Traffic, immediate environment, and various tools
Vibration	Х		From various tools such as handsaws, hand sanders and/or compressors.
Exposure to Changes in Temperature	Х		Sun, rain, and wind while working above and below street level.
Confined and/or Awkward Spaces	Х		Depends on task. See page 5 – figure 3 for examples.
Talking	Х		Interacting with crew, public, sub-foreman
Hearing	Х		Interacting with crew, public, sub-foreman
Near Vision	Х		Reading schedules/timelines and phones. Securing bolts/screws, and applying glues
Far Vision	Х		Directing traffic. Driving City vehicles.
Depth Perception	Х		Preparing, setting, and finishing piping.
Reading	Х		Signage, materials handling, written directions/memos/plans, or emails.
Writing	Х		Composing plans, emails and memos for the crew, or sub-foreman.
Driving	Х		City vehicles to and from worksites.
Operating Hand/Foot Controls	Х		Driving City vehicles to and from worksites.
Travel	Х		Driving City vehicles to and from worksites.
Deadline Pressures	Х		At the direction of the sub-foreman.
Work Alone	Х		Specific tasks/steps while laying concrete.
Work in Group	Х		Within crews to complete the tasks.