

THE

BULLETIN

of the National Concrete Burial Vault Association

APRIL/MAY 2017



BUSINESS FOCUS

I S S U E

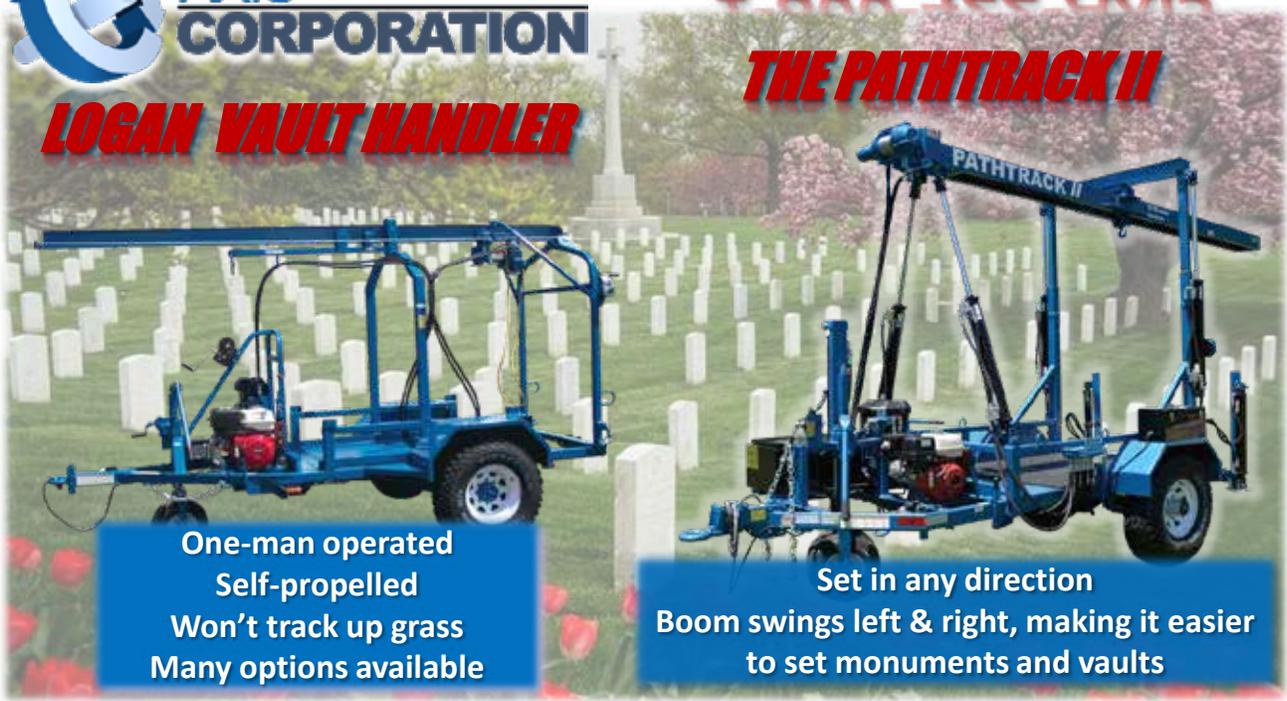


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LEGAL FOCUS



By Poul Lemasters, Esq.
NCBVA Legal Counsel

Product Liability – When a Product Breaks, Whose Wallet Breaks?

If you turn the news on today, you don't have to listen long before you hear about the Takata airbag lawsuit. This is the largest safety recall in US history and involves 19 automakers and vehicles produced between 2002 and 2015.

The defective airbags, front and passenger side, have caused eleven fatalities and over 100 injuries. If you're curious about the case - the issue appears to be the inflator of the airbag (the inflator is a metal cartridge that houses propellant of ammonium nitrate), which over time ruptures due to high temperatures, and age of the product.

When it ruptures, it can ignite with explosive force and even send metal shards into the vehicle. The recall of these airbags is expected to reach 65 and 70 million airbags.

So, the first claims of an issue started back in 2014, when the New York Times published an article claiming the manufacturer was aware of defects. The claims continued over the years with more and more recalls being announced.

But, and to the point of this article, while Takata has been named in numerous lawsuits for the manufacturing of the product; the car manufacturers and even some dealers have been named in lawsuits as well! Wait – what?

Yes, the lawsuits have spread out further than the original manufacturer of the product, and it's all based on product liability. And product liability affects everyone; even deathcare businesses.

Product Liability

What is Product Liability? In its simplest form, product liability is the liability imposed upon a manufacturer OR a seller of a product that is or becomes defective.

Product liability is based on the premise of strict liability – meaning that it doesn't matter if the manufacturer was actually negligent or intended the harm; the manufacturer is ultimately responsible. But read on, because it isn't just the manufacturer.

There are two main types of product



liability claims: defect in design and defect in manufacturing. Design defects focus on the actual product and the fact that it is dangerous no matter how it is made.

A car that flips over at a certain speed is the basis of a defective design liability claim. In this claim, all products are affected. Defect in manufacturing, which is more common, is when a product that is safe, is made improperly, and causes the harm.

The Takata airbag is the example of this type of claim. Typically this claim is limited to a certain number of products.

Who Is Liable?

In a product liability claim, the manufacturer is typically the primary party that is held liable. However, and very important to know, there are others who can be held liable.

Who exactly can be part of the claim? Well, thanks to our amazing legal system, the retailer (where you bought the product) and the wholesaler/distributor (the company that sold it to the retailer) can be liable too. Basically anyone in the supply chain or chain of distribution can be liable for a defective product.

Why is everyone a potential target? It goes back to the theory of strict liability.

Many states have held that strict liability means that not only is the manufacturer potentially liable but also any others in the chain of distribution. This leads all the way to the retailer, because the idea of strict liability is to protect the consumer who should be safe from harm.

And, when the consumer is harmed, they should have easy protections and claims should be against all those involved, and not require the consumer to track down and make a claim against the manufacturer alone. There are other rationales of product liability including those retailers and manufacturers can and should bear the cost of protecting their own risks; and can easily do so.

Business Protection

So how does a business protect itself in the

face of a potential product liability claim? There are two main forms of protection for any business against product liability; indemnification and insurance.

Indemnification is an agreement between two parties, where one, or both parties, agree not to hold the other party liable for certain claims – in this case product defects or product liability claims. The typical language here would be something along the lines of:

Manufacturer shall indemnify Retailer and hold Retailer, its directors, officers, employees and agents harmless from and against any and all claims, demands, damages, liabilities, losses and expenses (including reasonable attorneys' fees), relating directly or indirectly to the Products manufactured by Manufacturer and sold or distributed by Retailer.

By agreeing to indemnify the retailer or distributor, it provides a level of protection. While this may not prevent the lawsuit, it will help shield the retailer and provide a way for the retailer to recoup any losses if they are involved in a claim.

Insurance Protection

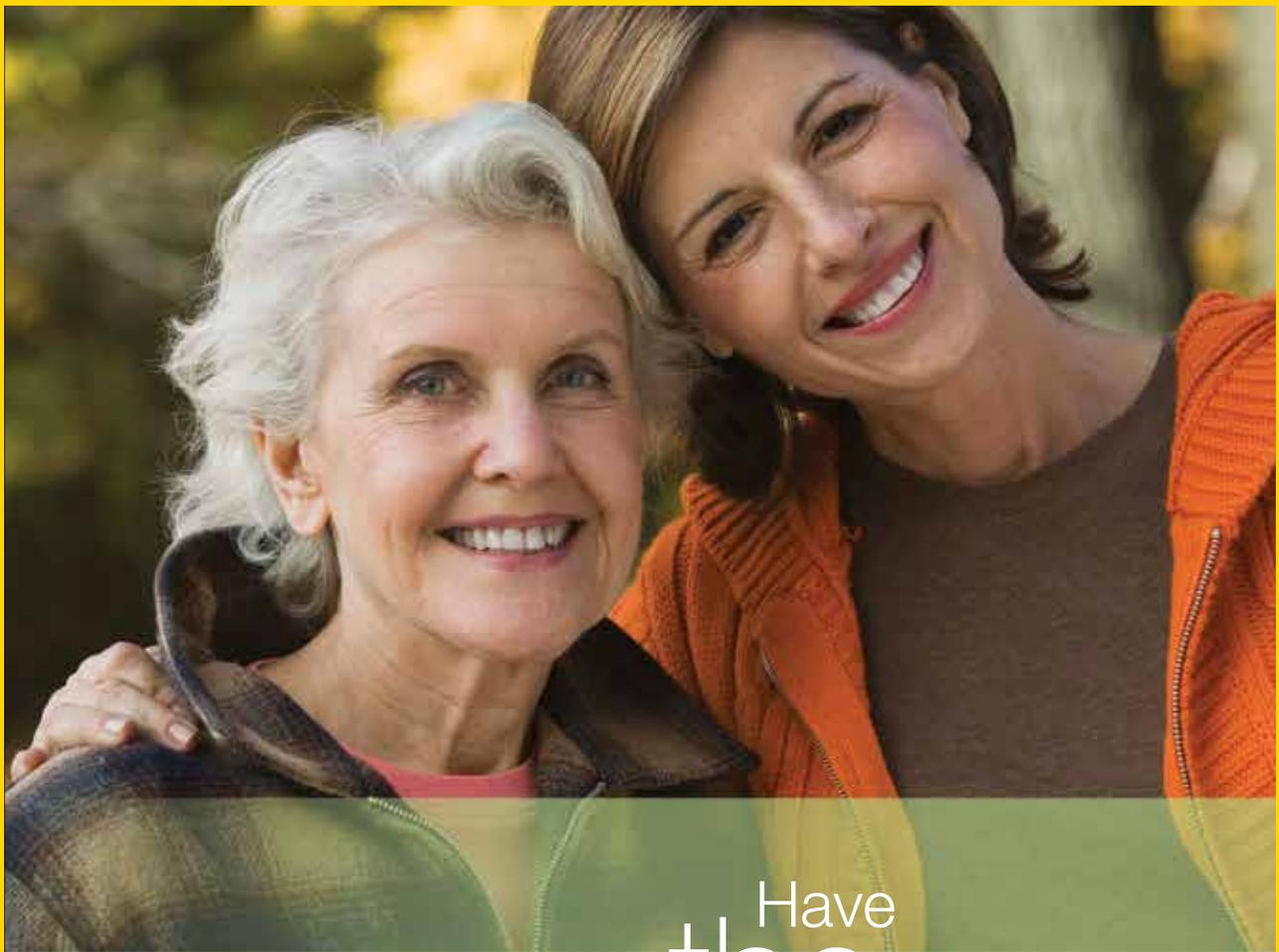
The second method of protection is insurance. In the case of product liability insurance there are two main entities that should have coverage.

First, for the retailer, it is wise to have product liability insurance. This type of insurance is outside of general liability and sometimes can be added as a rider.

Product liability insurance typically covers two items: personal injury due to injury from a product; and property damage due to damage from a product. As far as cost for a policy, it is typically calculated based a factor multiplied by the average amount of goods sold per year. Depending on the potential risk of the product the factor may be higher or lower.

In addition to the retailer, the manufacturer should also carry product liability insurance. While the insurance is similar, the cost can be different.

As the manufacturer can bear the greatest risk, it is typically a higher premium. Also, for



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the retailer, it is important to ask and even require in any contracts that the manufacturer does carry product liability insurance.

Follow the Money

Keep in mind that while an injured party can sue anyone in the supply chain, they typically go where the money is. This means that if the manufacturer does not have insurance – you the retailer may be next on the list.

Overall, product liability claims are not the most common, but can be the most costly. The idea is not to plan on defending a claim, but taking the steps to insure you are protected if you are ever involved in a claim.

Chances are that most businesses already have coverage and language in place; and if so great. For those who don't know, a little planning can go a long way. ■

About the Author

Poul Lemasters' professional career covers both funeral service and law. He now operates and is principal of Lemasters Consulting, Cincinnati, Ohio, a consulting business specifically for the funeral industry.

He works with funeral home owners, funeral directors/embalmers, cemeteries, and crematory owners and operators, and assists in areas of legal, compliance, regulatory, and business solutions. Lemasters also serves as ICCFAs (International Cemetery, Crematory and Funeral Association) special cremation legal counsel and GPL compliance advisor.

Working in the funeral industry for over 20 years and holding a funeral director's license and embalmer's license in Ohio and West Virginia, Lemasters' experience includes managing both small and large funeral homes, as well as working with both independent and corporate owned funeral homes. And he is actively involved in local, state, and national funeral and cemetery associations.

Lemasters attended Cincinnati College of Mortuary Science, graduating in 1996, and also went on to attend Northern Kentucky University, Chase College of Law, graduating in 2003. As an attorney, he is admitted to practice law in both Ohio and Kentucky.

His law practice began in the area of civil defense work and includes serving as corporate counsel for Alderwoods during 2005-2006. As its corporate counsel, he advised on funeral home, cemetery, crematory, and insurance issues.

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Why to Consider Outsourcing Your Sales Efforts



By Letty Gutierrez-Bujak

With economists recently predicting a growing US economy, this could be the year employers can afford to give pay increases. Will that be enough to keep your best sales people?

Is keeping expensive employees the right decision for every business? Is there a better way?

Let's take John, for example, a SVP of Sales for a mid size company, sees the economy is improving, but is still concerned about paying his people enough as he has already seen some of his top sellers leave for significant pay increases. In retrospect,

Outsourcing some or all of sales allows the business owner/upper management to focus “on the business” versus “being in the business.”

he knows he could not have competed while still delivering the profit margins required by the CEO.

He knows Jane, Chief Sales Officer for a same size company, recently outsourced her sales staff. She tells John it is working well and she wished she had executed outsourcing sales sooner.

For Jane, outsourcing makes financial sense, is faster and more focused. Overall, only you know what is best for your company, however, as Jane considered the below in her analysis of outsourcing versus an in-house sales team you should too.

Financial

A watchful eye on expenses is at the heart of every business. There are two key measures that companies, investors and executives rely on – simply put, money in and money out.

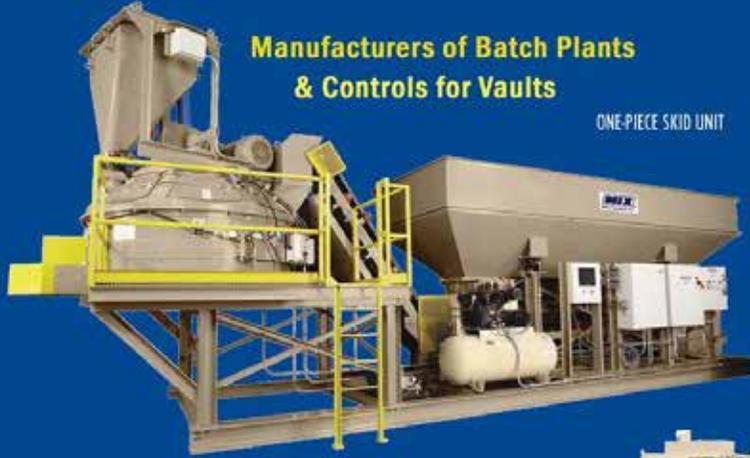
The cost of acquiring a new customer includes the cost of a seller: the base salary, healthcare, vacation, sick days, 401K and other perks. It's the norm to pay a seasoned sales executive six-figures.

A recently published article reported nearly 70 percent of sales people are currently looking for a job, hence the overhead of getting yet another sales person up to speed is costly. Another 45 percent plan to look for a new job in the next three months.

The expense associated with maintaining top performers is not only costly, but a risky endeavor. Ultimately a top seller who is producing has the likelihood of leaving for a better opportunity and conversely a seller

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who isn't working out has lost a company critical time and revenue plus training another seller to start over.

Faster

Outsourcing is proven. A good resume does not translate to a proven track record.

Research shows that a company spends six to 12 months to get a new person up to speed. Coupled with a long sales cycle, onboarding a new sales professional can prove to be a recipe for disaster.

Unless you have a dedicated sales manager properly monitoring metrics and communication with prospects, at the end of the day a company can miss out on significant revenue. A benefit of an outsourced sales person is they move more quickly. You should see activity right away and results in a fraction of the time of a sales person.

Focused

An outsourced sales person is 100 percent focused on only sales. A McKinsey Global Institute Report study notes sales people spend 39 percent of their time on role-specific tasks.

Other day-to-day activities sneak in and while important (and sometimes not), they derail productivity in growing the business. Some of these activities include:

- Training other sellers
- Research
- Monitoring productivity
- Account work – Although important especially if client is upset can take countless hours away from seller!
- Operational work
- Collections
- Marketing
- Office politics
- The famous water cooler conversations

Some of the above activities also take away from the mindset to sell. For example, a seller is knee-deep with a long-standing client who is upset and wants to take business elsewhere.

After the back and forth, the client remains,

however the seller is now emotionally drained and not motivated to do business development for the remainder of the day. The outsourced seller simply never has to deal with the above distractions and can consistently stay laser focused on results!

Forging Ahead

The same holds true for sales. For roughly the same price as bringing a mid-level seller full-time, you can hire an experienced outsourced business developer to expedite and maximize your sales.

Keep in mind this doesn't even take into consideration that a typical seller, as noted above, only spends a fraction of the time actually selling. Plus you still need to train this internal seller!

Outsourcing some or all of sales allows the business owner/upper management to focus "on the business" versus "being in the business." Exactly where everyone needs to be for productivity and continued growth!

In the end, John did consider Jane's advice in his own company, and didn't fully outsource but cherry picked certain roles to keep in house. He knew he had unbelievable closers, but these sellers did not have the bandwidth to prospect nor set initial meetings.

He elected to outsource the prospecting and appointment setting roles and let the closers do what they do best: close. Since implementing this strategy, John has seen an increase in sales with no attrition in his internal sales team as they are focused on what they like and do best. ■

About the Author

Letty Gutierrez-Bujak is Founder of The Sales Farm. For over 20 years she has worked in a sales capacity and has developed and closed millions of dollars in new business. If your business is looking to "farm out" some or all of its sales or, if you would like assistance in expediting sales growth, contact The Sales Farm at +.512.244.2425 or via our website, www.TheSalesFarm.com.

LEADERSHIP FOCUS



By DeEtta Jones

The Best Bosses Are... What Every Employee Wants from You as a Leader

Do you ever feel overwhelmed as a manager? Being overburdened by the responsibility of having to figure out what others want and need of you is a familiar feeling shared among leaders. Fortunately, there is a “best practice” for obtaining just the kind of information needed to increase your leadership effectiveness—ask them what they want.

The following 10 traits have emerged when front line staff, supervisors and middle managers have been asked to describe the traits they look for in a boss. As you read through their “wish list”, think about the kind of boss you are, you want to be, and what you look for in a good boss.

Employees want bosses who are:

1. Innovative

Good bosses have good ideas, but their role in innovation is more as facilitator than consummate mastermind. They are not threatened by the talent of their employees, and cultivate a working environment that allows each person’s creativity to come forward. They facilitate innovation.

2. Coaches

Good bosses provide important education and guidance that helps an employee see how her work is contributing to the larger goals of the organization. They help employees build confidence by giving stretch assignments that

require demonstration of new skills and right-sized risk, then feedback that allows needed course corrections to be made early enough to avoid a major failure. When employees do fail, good bosses encourage reflection and identification of learning that can be applied to future endeavors.

3. Caring

Good bosses listen to their employees and show an interest in their opinion. They provide opportunities to talk openly, showing interest in their employees’ opinion. They encourage personal and professional growth, sometimes by giving access to resources (like professional development experiences) and sometimes by removing barriers.

4. Strategic

Good bosses can make hard choices and have the finesse needed to get people behind even sometimes unpopular decisions. They are able to secure resources for important initiative worth pursuing. They use analytical frameworks for guiding change, promoting transparent processes and communication.

Strategic bosses are decisive (not to be confused with closed-minded or dogmatic). Once a decision has been made, they stick with it and avoid changing directions quickly or sending mixed messages.

5. Visionary

Good bosses are also visionary managers, able to clearly see and build a commitment toward a compelling future state. They articulate a sense of direction, map out the path and shepherd the process.

6. Demonstrate Trustworthiness

A good boss is genuine, has integrity, and behaves in a manner consistent with his word and values. Employees trust bosses they know to be intelligent, capable and have a demonstrated track record of acting in their best interest.

They give and receive (even invite) feedback, affirmative and constructive. They are fully aware of their scope of power in the organization and in their relationship with employees, how an off-handed comment or unpleasant glance may ruin someone's entire weekend.

7. Accessible and Adaptable

Good bosses are able to balance how they give support and direction with the freedom employees need to do their work, acknowledging the level of experience and expertise over his domain. They understand that each employee comes to the workplace with unique experiences, needs and cultural lenses that will require individualized attention and support, and can adapt their own style to ensure effective communication and levels of productivity.

8. Passionate

A good boss has a fire their belly about something—particularly the vision, mission of the organization and the people with whom they work and who their products and services are meant to touch. They are the first to roll up their sleeves to contribute, and model the level of motivation and quality required for achievement of organizational goals. They help employees stay connected to their own passion by encouraging the sharing of ideas and then helping to shape them to fit within and be supported by the larger organization.

9. Champions

People want to know that the person to whom they report is on their side, even when mistakes are made. Champions look for opportunities to catch their employees doing a good job, and go out of their way to point it out.

They don't take the credit for their employees' work, and they don't throw an employee under the bus—ever. They “influence up” by being a conduit between their employees and higher level decision makers, often helping their employees develop the language and influence strategies needed to take an idea to the top of the organization.

10. Fun

Good bosses are willing to laugh and value a work environment that encourages meaningful relationships between colleagues. They inspire us by making the connection from our head to our heart about the importance of our work and our value to the company.

Here's the leadership next step: reflect on the list and identify qualities you are modeling. Think about where there is room for growth in your leadership practice—growth that will lead to increased levels of motivation and engagement. Finally, begin today encouraging your employees to share their own needs allowing for timely adjustments.

Remember, leadership is a journey.

Bon voyage! ■

About the Author

DeEtta Jones is a leadership strategist, social justice advocate and author. She has more than 20 years of experience working with individual leaders and teams in some of the world's most prominent universities and corporations. Her multidimensional background and fresh perspective leaves clients feeling heard and empowered to take on some of the major organizational and workforce challenges of our times. For more information or to have DeEtta speak at your next event, please visit <http://www.deettajones.com>.

On my way to the office I stopped at my local drug store. The lady behind the counter was the one who usually takes care of me, but something was different about her that morning.

As she was processing my payment, I noticed that she was wearing a Healing Tree Memory Ring on her necklace. I smiled and said, "I like your necklace." She told me that her mother recently passed away and that the ring was from the top of her burial vault.

"I wear the ring on my necklace when I feel like I need to be closer to my mom. It just makes me feel better."

I walked out of the store knowing this is why I'm in this industry.

J. Richard Ward, Proud Trigard Dealer, Montgomery Vault, Maryland

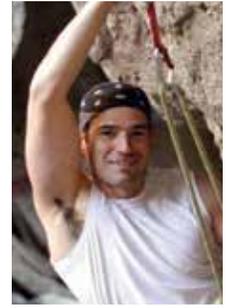


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EMPLOYEE FOCUS



By Ascanio Pignatelli

Four Ways to Boost Employee Performance and Job Satisfaction

Kevin Wilson was a great leader, but his team was not producing the results he knew they were capable of. One day he arranged a meeting with Jim Hefner, a recently retired executive who had built and led a team that shattered every single company performance record.

“Jim, how’d you build such an amazing team? They not only outperform the rest of us but they seem to have more energy, confidence and fun than anyone else.”

“Kevin, I’m a big fan and follower of (CSE). It’s a branch of industrial-organizational psychology known as Core Self-Evaluations. That’s what made us so successful. Ever heard of it?”

Kevin shook his head, “No.”

Excitedly, Jim leaned in to explain: “Well, CSE is the personality trait responsible for our temperament, our well-being, and how we judge our circumstances. It also drives our behavior.

“Those with high CSE are far more positive and confident in their abilities, satisfied with their jobs and perform them far better than those with low CSE. As a manager, your job is to coach and raise each of your employees’ CSE levels.”

Jim is correct; as a leader, your primary focus should be to personally coach the best out of your team members and raise their CSE levels. Doing so will ensure you are more satisfied with their work and perform it better.

Fortunately, CSE can be easily assessed and increased by:

Shifting the “Locus of Control”

The “Locus of Control” is determined by the extent to which a person believed they control their success or performance. Employees who believe that they control their future (Internals) have an internal locus of control and are generally happier, more empowered, and more productive than those who attribute their success or performance to fate or their surroundings (Externals).

As a result, internals are more satisfied with their work and perform better than externals. You can find out whether an employee is an internal or external by simply asking “What’s been responsible for your success/performance?”

If the answer reveals an external locus of control shift power back to your employee by asking “How has believing that you aren’t causing your success affected your career?” Let them explain so they can really experience how they’ve been limiting themselves, then ask: “If you knew that you were in complete control of your success, what would be possible?”

Increasing Emotional Intelligence

Employees with a tendency to easily experience unpleasant emotions like anxiety, depression and despair have lower emotional

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intelligence (EQ) and will react far more negatively to stress. Because their EQ levels are lower, their ability to connect, understand and influence others is severely impaired.

For Kevin and others in leadership positions, the need for emotional stability is even more paramount, as they are the face of the organization and set the tone for employee morale. If you have an employee that's emotionally unstable consider asking: "What can you do to not get so stressed out next time you have a presentation/sales call?" Or "What might be a more appropriate way to react to an upset client/colleague?"

Instilling Self-efficacy

Self-efficacy is the trait responsible for how likely we are to succeed with current goals and tasks, or take on a challenging assignment or "write it off" as impossible. (How likely we are to adhere to a diet or workout program is dictated by our self-efficacy.)

Those with high self-efficacy are more determined and persistent when dealing with adversity, and more likely to welcome new challenges as opportunities. The greater a person's belief in their own power to influence an outcome the more likely they are to succeed with a new challenge.

The following four step process can help you develop someone else's self-efficacy:

- Build confidence – Question any belief they might have that is limiting their performance. For example, if an employee thinks they aren't experienced enough to manage a project you can remind them of their unique strengths and capabilities.
- Promote modeling – Have inexperienced employees watch other colleagues with similar skills perform more advanced tasks so they too can develop those positive, "can-do" beliefs.
- Evaluate to motivate – Rewards, recognition and positive feedback are key to helping your employees feel more competent, motivated and open to growth.

About the Author

Ascanio Pignatelli is an award winning speaker, seminar leader, coach and author of the forthcoming book *Lead from Need*. He is the founder of ApexCEO, an executive coaching and leadership development group that helps C-level executives develop the leadership and communication skills to create more engaging workplaces. To book Ascanio for your next speaking event or workshop, please call him at (310)-913-2313 or visit <http://www.apexceo.com/>.

Negative feedback can devastate those with low self-esteem, as they almost always take it personally.

- Optimize the environment – Create a vibrant, energetic, stress-free workplace that encourages your staff to get the nutrition, exercise, and rest they need so they can perform their best.

Increasing Their Self-esteem

Self-esteem is the approval we have of ourselves and the extent to which we see ourselves as capable, significant, successful, and worthy. It is the most essential of the CSE domains since workers with low self-esteem are often unproductive because they are indecisive, fear making mistakes and strive for perfection which leads to frustration when it isn't attained.

Generally they are highly irritable and pessimistic, and can drain the positive, enthusiastic energy of their more self-assured colleagues. Predictably, those with low self-esteem are more likely to be unsatisfied with their jobs, performing them considerably worse than those with higher self-esteem.

To boost the self-esteem of your employees:

- Recognize and celebrate their successes and accomplishments as much as possible.

EMPLOYEE FOCUS —————

- Express your gratitude and appreciation to them for the contribution and difference they keep making.
- Be a model of kindness and compassion to others, especially those with lower self-esteem.

Conclusion

Jim Hefner understood that coaching the best out of his team meant raising their CSE levels. He did everything he could to raise those levels and as a result his team was always more satisfied with their work, performed it better, and were more confident, motivated and enthusiastic.

They were also far less stressed, had less conflict, coped more effectively with setbacks and were better equipped at capitalizing on opportunities. To better engage, empower and motivate your greatest resource and boost the bottom line lead like Jim and raise those CSE levels. ■

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SAFETY FOCUS



By Ron Overton

Final Update: OSHA Training Requirement Standards Manual

NCBVA member companies have a full plate with operating their business, let alone trying to stay on top of the training requirements for Federal OSHA Regulations. Attempting to locate exactly what is required by the employer as far as employee training on a particular topic in OSHA General Industry Codes 1910 and/or the OSHA Construction Codes 1926 can be confusing and exasperating to say the least.

To assist employers, safety and health professionals, training directors and others with a need to know, OSHA's training-related requirements have been excerpted and collected in an updated, 270-page book which is available as a free download as a PDF document.

NOTE: Requirements for posting information, warning signs, labels, and the like are excluded, as are most references to the qualifications of people assigned to test workplace conditions or equipment.

I highly recommend each NCBVA member company download this PDF document and tab the applicable sections or topics that pertain to your specific company. This will provide you with the actual training requirements straight from OSHA without having to sort through thousands of pages of documents.

A printed copy would be advantageous to your office, and the electronic copy of the PDF is portable on your laptop, tablet or even smart phone for reference if needed in the field. The link to download is <https://www.osha.gov/Publications/osh2254.pdf> for **Training Requirements in OSHA Standards.**

Take care and work safely!

Attempting to locate exactly what is required by the employer as far as employee training on a particular topic...can be confusing and exasperating to say the least.

ABOUT THE AUTHOR

Ron Overton, a NCCCO Certified Mobile Crane Operator and Accredited Practical Examiner, is the President, Owner, and an Instructor for OVERTON Safety Training, Inc. of Beaverton, Oregon. OVERTON Safety Training has been providing professional services and materials for the safe operation of forklifts, heavy equipment, aerial/scissor lifts, rigging and signaling, personnel lifts, loaders, and cranes on a worldwide basis since 1991. For additional information, contact Ron at +1.866.531.0403 or ron@overtonsafety.com, or visit the company website at www.overtonsafety.com. These insights are the opinions of the author, and not necessarily those of the NCBVA.

ASSOCIATION MATTERS

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American Vault Company
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Company
Youngstown, OH

National Concrete Burial Vault Association, Inc. Member Application for Plant Inspection

Name of Plant _____

Plant Mailing Address _____

Plant Street Address _____

Plant Telephone _____ Fax Number _____

Owner's Name _____ Evening Phone _____

Plant Manager/Contact Person _____ Evening Phone _____

Types of Outer Burial Receptacles Produced

Top Seals Air Domes Sectionals

Other _____



Please return this application with full payment to:

The National Concrete Burial Vault Association, Inc.
136 South Keowee Street
Dayton, OH 45402
(888)88-NCBVA
Fax (937) 222-5794

**For a NCBVA member in good standing, the
Plant Certification Inspection fee is \$1295.**



National Concrete Burial Vault Association

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APPLICATION FOR MEMBERSHIP

Dues Schedule

Manufacturer Member

Dues are based on total units sold at this location.

Please check appropriate level:

- 1-999 Units\$225
- 1000 - 1999\$350
- 2000 - 3499\$430
- 3500 - 4999\$580
- 5000 and more\$700

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Franchise Group\$1000

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 Company Web Site _____

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COMPANY INFORMATION

- Burial Vault Manufacturer Funeral Director
- Crematory Cemetery
- Doric Wilbert Eagle Trigard
- Con-O-lite Other Provide Graveside Services
- Metal Vaults Plastic Vaults Fiberglass Vaults
- Offer sizes for Children Adults Oversize

Associate Member: Tell us in 25 words or less about your product/services

Please enroll me in NCBVA today!

Signature indicates that you have read and agree to abide by NCBVA's Code of Ethics and the rules that govern the National Concrete Burial Vault Association. Signature is required before this application can be processed.

_____ (Signature)

_____ (Date)

CODE OF ETHICS

We believe that concrete is an ideal material for the construction of burial vaults for the interment of human remains and that a properly constructed concrete burial vault is worthy of acceptance by the public. Our sales and advertising policies will be governed by standards acceptable by the public and the funeral profession and by principles advocated by the National Concrete Burial Vault Association, Inc. We pledge fair trade practices to our competitor, whose product we will not disparage. We shall conduct our business on sound business principles, striving to build a relationship of respect and confidence for the burial vault industry with the public, with the funeral director and with the cemetery's management. We will abide by the rules and regulations of the National Concrete Burial Vault Association, Inc., thereby contributing to a stronger and greater national industry.



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The Bulletin

The Bulletin is the bi-monthly publication of the National Concrete Burial Vault Association. We would very much be interested in hearing from you!

Make sure to add us onto your mailing list for news releases about your company, special events, staff promotions or additions, and new products and services that would be of interest to the association and its members.

We would also look forward to receiving any photos of products or installations you have, either color or black & white. If they are at least 300 dpi and 1 mg at 8 x 10 inch format, we will even consider them for the cover!

And, we are also interested in receiving any thought leadership articles on industry trends and techniques, along with case study stories that promote the high standards of the association. (Or, if you just have an idea, let us know and we can write it for you or with you!)

Please contact me at any time!

Don

Donald A. Mounce, APR | *The Bulletin* Editor
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