

Partners **IN** PROGRESS

SMACNA & SMWIA—Building A Future Together

SEPT 2003



Labor-Management Cooperation: Remaking the Industry Landscape



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NEWS AND SHORTS

FREE HEALTH & SAFETY INFO

Log on to www.smohit.org to obtain—free—the Sheet Metal Occupational Health Institute Trust's quarterly electronic newsletter.

You'll find previous editions, too, at www.smohit.org/newsletter.htm. Since safety information never goes "out of style," there should be useful material in the back issues for your use as well.

Info relevant to workers and contractors is presented, including (in the summer edition)—"Does safety training pay off?" and tips on how to prevent injuries while lifting.



CONTRACTOR BOARD SETS KEY LONG-TERM GOAL

SMACNA's board of directors has set several long-term goals for the association. The SMACnews newsletter recently unveiled the following as just one of these goals:

"We will be respected and admired by our peers and all of those impacted by the HVAC industry.

"Every set of plans, specifications and codes will reference or will be the SMACNA standards.

"We will consolidate other HVAC-related associations or create alliances in order to achieve our goal as leader in all design and construction covering HVAC and metal fabrication.

"Government bodies and legislators will look to SMACNA for guidance in creating policy and law regarding the built environment.

"Through our research efforts and performance measurements, we will provide documented results that design-build and performance-based procurement provide the most attractive life-cycle cost benefits to the end user.

"We will establish an HVAC university and all major universities will look to SMACNA for their HVAC curriculum."

SMWIA'S 'TOWN MEETING'

Candidates seeking the Democratic Party's presidential nomination gathered recently in Philadelphia for an appearance in the "town meeting" format, in an event sponsored by the SMWIA. Details can be found here: www.smwia.org/html/town_meeting_press.htm.

Note that a live link on the bottom of that Web page takes you to a Web replay (courtesy of C-Span) of the event.

NOTABLE & QUOTABLE

APPRENTICE: Jason Ferguson, SMWIA LU #2, was profiled in a spring issue of the *Kansas City Star*. Ferguson, working for J+L Sheet Metal, was the second-place finisher in the Sheet Metal Apprentice Contest in his category, second-year apprentices.



CONTINUED ON PAGE 14

You're A Sure Winner— At Sheet Metal Industry Week

**The first-ever Sheet Metal Industry Week
takes place in Las Vegas, May 2-7, 2004
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Featuring:

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Basic Estimating

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OSHA 500

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New Market Opportunities

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For more information, visit www.sheetmetalpartners.org—
and see the next issue of *Partners of Progress*



TARGET:

MARKET SHARE GAINS IN FLORIDA

Can local parties work together to recapture market with the help of the national contractors association and the international union?

Many have wondered.

Now, a variety of solutions will be put to the test in a fast-growing state. Goal: Grow market share from 10 to 12% to 60%!

by Joe Salimando

Organized sheet metal contractors and SMWIA local unions in Florida have moved toward each other in recent years. The drive: The non-union element's near-90% statement market share in the HVAC business.

"We've been pushed and pushed and pushed in our market," says Susan Karr, manager of Florida SMACNA. "Both sides realize we have to work together to grow."

Now, SMACNA members and leaders of local unions 15 (Central Florida), 32, (Miami), 435 (Jacksonville), and 441 (Mobile, Ala.—which covers part of northern Florida)—have dedicated themselves to a joint, statewide, market-share-building effort. In early September, 44 industry members gathered for two days of discussions, including establishing short- and long-term goals.

What's more, new joint committees were created to move the ball down the field, toward those goals.



Members of SMWIA Local 15 & contractors from SMACNA Florida met in Orlando in June for the founding of their local Labor-Management Cooperation Committee.



Standing with SMWIA Secretary-Treasurer Tom Kelly (second from left) and SMACNA Director, Labor Relations, Deb Wyandt (sixth from left) are members of Florida SMACNA and SMWIA Local 32 in Miami.



Labor-Management cooperation begins with discussion. Here, Orlando contractors (members of Florida SMACNA) meet with members of SMWIA Local Union 435 in Jacksonville.

Why should you care, if you don't work in the Sunshine State? In national-level Sheet Metal Partners meetings and discussions, SMWIA and SMACNA last year identified building market share in Florida, a first pilot project area. Significant time, effort, and resources—including earlier meetings—helped shape the atmosphere for this meeting.

Perhaps even more importantly, the post-Labor Day gathering is seen as an important step, but only a beginning, toward recapturing market share in Florida. That view comes not only from the Floridians, but from officials on the national level.

MEETING NEEDS & PROVIDING RESOURCES

How can national organizations help SMWIA locals and SMACNA chapters—and the individuals who are members of both—recapture market share? Discussions between the organizations in meetings of the Market Expansion Task Force

brought out the fact that it was going to take more than money . . . resources would help, too.

Initially, one specific area of the state was to be targeted. But as discussions continued and answers were uncovered to key questions, the Task Force expanded its vision. The program was revamped to encompass the whole state.

Additional important items discussed included:

- If the organized sheet metal industry's market share was low in Florida, the contractors and union members there might have trouble earmarking funds for a special market-share-building effort.

- While the association and international union had internal resources, specialized knowledge would be needed. For example: Internationally known facilitator Bernie Flaherty's unique skills and construction industry experience might prove useful.

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FLORIDA MARKET SHARE CONTINUED FROM PAGE 5

• Of course, the goal in providing national-level assistance went beyond one state. SMACNA contractors and SMWIA leaders envisioned the creation of a “template” for market-share-rebuilding efforts. Yet the solution could not be a “cookie-cutter” type...or it wouldn’t work in Florida.

Additionally, there was the sheer nature of the challenge. “We all have an obligation to the future of this industry,” explains Tom Kelly, secretary-treasurer of SMWIA.

CREATING LMCCS

Kelly put his time where his mouth was. Accompanied by Deborah Wyandt, SMACNA’s director of labor relations, he traveled on three back-to-back days in June to Orlando, Miami, and Jacksonville. Each meeting’s goal was the creation of a local labor-management cooperation committee. Essentially, this road trip laid the groundwork for statewide cooperation.

“We met with the contractors, and we talked about Best Practices,” Kelly says. “From one perspective, you might say that our industry was at ‘zero’ in Florida. We have perhaps 10% or 12% of the work. You might argue that you get 10% to 12% of the market just by the activity of getting your name listed in the telephone book.”

Kelly told the local union officials and contractors in each meeting that establishing a local labor-management committee was a basic building block. “You need to do this if you are going to survive,” he told them. “Deb and I urged them to make the time to meet monthly—every month.

“These meetings are important for the two sides to come to a consensus. You can’t establish one of these committees and just let it sit. If you don’t meet—and talk—you will kill it.”

TWO-DAY GATHERING

Representatives came from all over the state to the two-day post-Labor Day meeting that built on the June LMCC creation meetings. In addition to Kelly and key SMACNA staffers, Contractor Dick Cramer (of Dee Cramer, Inc., Holly, Mich.), a member of the national Market Expansion Team Task Force, participated. Cramer is a vice president-elect of SMACNA.

Attendees included Florida contractors and representatives of the four SMWIA local unions. In fact, the executive board of Local 15 (Miami) came as a group. Karr noted that the “we owe it to the future” element referenced above by Kelly was reinforced by the presence of two father-son teams:

- Ray Burnsed Sr., and his son, Ray Jr., of Ray’s Metal Works (Alachua, Fla.); and
- Lee Stewart of Local 15 (a member of the E-board) and his son, Chris (a new organizer for the local).

Open discussions were facilitated by Flaherty. Participants created short- and long-term goals, a vision statement, and a mission statement. When these documents were finalized in a form acceptable to all, each participant at the meeting stepped up to personally sign it.



We're looking over the shoulder here of Kevin Biltucci, Business Agent for SMWIA Local Union 32, during a meeting to create a local LMCC.

Selected goals appear in a box accompanying this story.

A presentation from FMI Corp. was included. The noted construction industry consulting firm will perform an initial analysis of market conditions in Florida, with follow-up over a period of time.

AFTERMATH

“We haven’t had a real combative relationship between labor and management down here,” notes Mike Jeske, business manager for Local 15. “I thought the meeting was very positive.”

WHAT THE TWO SIDES SIGNED

In a scene that some said brought to mind the signing of the Declaration of Independence, the 44 attendees at the post-Labor Day statewide meeting in Florida lined up to sign documents. These signatures committed these contractor and SMWIA local union leaders to support the efforts behind these words:

Vision Statement

Sheet Metal Workers’ International Association (SMWIA) Local Unions 15, 32, 435 & 441 and Florida Sheet Metal and Air Conditioning Contractors National Association (SMACNA) will promote cooperative and progressive relationships.

We shall lead the sheet metal industry in Florida by expanding our market share to 60% over the next five years and continuously maintain that increase into the future.

Mission Statement

It is our mission to expand the market and to create and promote a positive image in the sheet metal, roofing and specialty metals, air conditioning and indoor air quality industry. We will provide the highest quality products and services utilizing educated and productive craftsmen with the best value for our customers and the community. ■

Jeske became business manager early in 2000; he had worked as an organizer for the local from 1994 to 1999. "I don't know that the parties involved could have pulled off a meeting like this on a statewide basis without the efforts of the national union and SMACNA," he notes. "Just seeing that we're going to enhance our efforts to work together jointly kind of raised everybody's level of hope.

"I hadn't seen that before."

Karr notes that her member contractors and the SMWIA members working for those companies may have an advantage over other areas trying to regain market share. "Our difference is that there is a very large and growing market here in Florida—that might not be the case elsewhere. This program will be very valuable for Florida and, I think, not just for us, but for the whole country.

"Things were coming together in this state," Karr claims. "On the SMACNA side, things just came together at the beginning of the summer, when Jacksonville joined Orlando and Miami as part of a statewide chapter.

"I've been here five years. I've just been working with the contractors in Jacksonville for the past two months.

"Getting the support from the national level will accelerate our efforts," Karr says. "They are helping us with the resources to analyze this market, which means we'll move ahead faster. And just by having the national SMACNA and the national SMWIA call these meetings—forcing all of us to get together quickly—they've helped.

"I don't know if we could have acquired this momentum otherwise."

Ernie Tammaro of United Sheet Metal Co. (Miami) gives a lot of the credit for the meeting's outcome to facilitator Flaherty. "I think he's overpowering—but without being that way. He gets you to participate. He gets you to generate ideas and brings up things that might not have occurred to you.

"I think the cooperation between labor and management was outstanding. I give Bernie Flaherty the credit for helping to create the atmosphere. In fact, I'm really enthused. I don't think anyone who came to the table—or came to Florida—anticipated a meeting with

the amount of enthusiasm."

One who came to Florida was Cramer of Michigan. He was happy, he said, "that both sides are willing to work on it. I give these people a lot of credit. It's not the old deal—with management saying, 'we need a pay cut to compete,' and the other side saying, 'oh no you don't!'

"I like the chemistry in Florida. Both sides have realized

they're not happy with the status quo. It really is that old adage—if you keep doing the same thing, you're already going to get the same results."

CONTINUED ON PAGE 14

WORKING ON GETTING MORE WORK!

After agreeing on their joint vision and mission, SMWIA and SMACNA leaders fleshed out the talk with...work. What were they going to work cooperatively to do?

Here are some of the short-term goals set by the Florida team:

- Communicate via joint announcements, joint meetings, and a letter to the memberships of both under the rubric of, "Partnership & Growth."
- Upgrade training
- Develop a partnership logo; roll out partnership T-shirts.
- Sharing information.
- Basic elements of promotion: Stickers, billboards, radio ads, and more.

Two short-term committees were established—on promotion within the industry (or "internal" communication) and advertising to potential customers (the "external" effort).

LONG-TERM GOALS

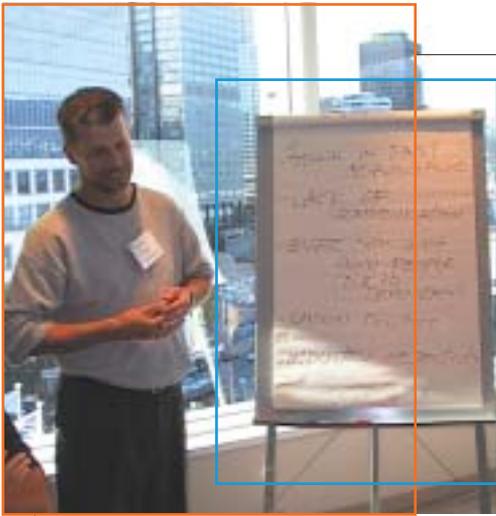
Obviously, reclaiming market share is a long-term project. The vision statement's 60% goal is established for a period of five years hence; Rome was not built in a day! Here are selections from the list of 15 long-term goals:

- Move to concentrated training programs. Update local apprenticeship and training efforts; get more contractors input and involvement in apprenticeship.
- Explore new markets, including IAQ, TAB, and more.
- Establish a partnership newsletter.
- Hold partnering meetings for foremen, superintendents, and those with the potential to serve as future superintendents and foremen in each of the local areas.
- Pursue efforts to cultivate general contractors working in Florida.

Long-term committees were established on residential, IAQ and TAB (a single committee), contractor recruitment, and joint lobbying. Additionally, a joint statewide steering committee was established. ■



Making a point at the Orlando meeting: Gary "Cappy" Capatosto of SMWIA Local Union 15.



BC'S SUCCESS FORMULA: STOP. TALK. LISTEN. ACT!

Is it really as easy as creating meetings where SMWIA members and organized sheet metal contractors sit and exchange information? Canadian members of SMACNA worked with the union to find out.

Answer: YES!

By A. Lee Chichester

Get the ball rolling on a joint labor-management effort and the good you do might just exceed your expectations! To demonstrate, let's go back nearly four years in the Canadian province of British Columbia. Enter Bruce Sychuk, for 26 years a member of SMWIA LU 280—in his new job as executive director of the British Columbia Sheet Metal Association (SMACNA-BC).

While he had “gone over to the other side,” Sychuk did not forget the area's labor-management history. Here's his description: “For years, the contractors had a pretty good relationship with the union reps. They actually had formed a partnership. And they'd had some meetings where they decided they all needed to address the issues of the industry. Then, they'd shake hands and hug each other and go away from the meeting feeling good.

“But they didn't do anything visible.”

Something changed in 2001, when Doug MacDonald, an SMWIA international representative, led a C.O.M.E.T. presentation at the area's center. “We'd been given the mandate to organize, organize, organize,” MacDonald said, describing the C.O.M.E.T. effort later.

“And we were out there doing that every day. *Our big mistake was that we weren't talking about it.*”

‘SOMETHING IS BEING DONE’

So nothing was visible on one end, and on another, efforts that could have been lauded were covered with a bushel basket. How did the ball get rolling, then? On that night in 2001, Sychuk was in MacDonald's audience.

He came away impressed: “I told Doug, ‘We have to



show this to my members.’ At one of our regular monthly membership meetings, Doug gave a scaled-down version of the C.O.M.E.T. program.

“Right then and there, it sparked the contractors’ interest. They said, ‘Finally, something is being done.’”

One result: Formation of the BC Partnership Committee by the SMACNA chapter and SMWIA Local Unions 276 and 280. This group’s original assignments included producing an educational program for delivery to ALL industry stakeholders—from secretaries in the employers’ offices to new apprentices at the training center; call it a scaled-down C.O.M.E.T. program.

One of this program’s fruits was to put labor and management in the same room at the same time. They were able to ask questions of each other—and get and provide answers.

‘THE BIG PICTURE’

One unusual aspect of this program is that sessions are held on the employer’s premises, not at the union hall.

“We have a concentration of shops up in northern British Columbia,” explains Jim Paquette, recently elected business manager of SMWIA LU 280. “The initial presentations were taken up there, since it’s so far for them to come down here.

“It was 35 or 40 degrees below zero in January, and they went right into a sheet metal shop. These aren’t the best-heated places in the world! But the guys were all there with their insulated coveralls on.

“Everyone sat down and they were very interested. They really appreciated the effort made to keep them involved.”

Sychuk adds: “It’s not a union meeting environment where *Robert’s Rules* apply. No one is out of order; it’s completely informal.”

Nicknamed “The Partnering Road Show” or “The Big Picture,” the presentation just might be unique in the industry. Nearly 700 participants have seen the program to date—and the BC Partnership is mulling over a way to extend the communication effort—“Road Show Two.”

Page 8 left, Neil Deppiesse of Mercury Metals (Delta, B.C.) speaks at the first BC partnership meeting. Other participants (top right) from left—Bob Colvin, business manager, SMWIA LU 280—and e-board members Vern Henderson and Gary MacLennan.

Page 9, also from the first Partnership meeting: Top right, Bernie Flaherty (standing) of Cornell University, makes a point; Darryl Gordon (Austin Metal Fabricators, Burnaby, B.C.), in front of him, is SMACNA-BC’s president. Photo at left: SMWIA members sit with contractors.

AVOIDING BLINDSIDE HITS

Why is this simple program so popular? Information. People want it. These meetings provide it.

“Like any organization, we have a ‘silent majority’ out there that simply trusts things are being done,” Paquette says. “But when impacts come along and affect their work, sometimes they’re surprised, because they’re unaware what’s going on in the entire industry, or in other regions.

“I’d say the most important part of the Road Show is the ability for us to inform that silent majority.”

Asked for an example, Paquette provides a telling “it came from left field” type of circumstance.

“Something that’s really affected this part of Canada is the softwood tariffs imposed on our country by the U.S. We have a lot of industrial shops that have done blow pipe duct work for sawmills,” he says.

“With the tariffs, that work has virtually dried up, since the sawmills aren’t working. Suddenly, some of our guys who’ve been working the same job for 10 years are sitting around, idle. They’re asking, ‘Why don’t I have any work?’

“Something outside of what they’re used to has hit them in the pocketbook. Because they were insulated from the happenings in the whole industry, they didn’t see it coming.”

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SMWIA Local 280 members gather at the facility of Quest Metal Works Ltd. (Vancouver, B.C.) for a presentation of "The Big Picture." Standing in photo at right is Doug McDonald, SMWIA international rep.



BC SUCCESS FORMULA CONTINUED FROM PAGE 9

GROWING PARTNERSHIPS

Contractors attend these meetings, too, and as a result there's a lot more going on. They get to see, first hand, the challenges union organizers face after they succeed in recruiting sheet metal professionals away from non-union employers. Organizers need to put such people to work immediately, obtain training credit for hours worked, and sort out other issues.

Employers can see in these meetings—first hand—the efforts made to keep them competitive and to keep the work union. Result: They, too are informed. Partnerships grow with results.

Project Labor Agreements have been one result of the partnership dialogue. It might be helpful to note that Canadian PLAs differ from those in the U.S.—more closely resembling what south of the border would be called “job targeting programs.”

Sychuk notes that these programs have led the SMWIA locals to make “decisions that may be unpopular with the membership, to help contractors gain work. They've made concessions and we've been successful in securing some of these projects that otherwise would have gone to the open shops.”

One idea behind the individual, short-term PLA is to offer the non-union sector a moving target so they won't be able to direct their under-bidding activities so accurately. “Our wage agreements are available on the web,” points out Sychuk. “They have total access. The PLAs make it harder for them to shoot us down.

“This is achieved without compromising the quality of life a tradesperson enjoys. That's not the intent of the PLAs. The intent is to secure the bids to award the jobs to keep the guys employed.”

For SMWIA's Paquette, the key is to “focus on what will allow us to do more work. If a shop that normally employs 10 people could manage a 10% increase, that's one more job. In some areas, that's harder than in others. That's where I'm pre-

pared to do whatever it takes to increase that work load; and I'm prepared to sell that to the membership.

“The end result is more members working, and that's good for this office,” Paquette says. “That's what the Road Show is all about. Where perhaps 80% of our membership is pretty secure in their jobs, they're the ones we have to convince that occasional concessions really work for the good of the entire industry.

“My job is to sell that concept and keep these contractors competitive.”

DUAL STATUS FOR SMWIA MEMBERS

As a former union member—his departure is of recent vintage—Sychuk offers an interesting perspective:

“The rank-and-filers are both customers and owners of the union. As a former member myself, until recently, I'm not sure they've been getting the services from the union that they deserve.

“The union members need information.

“The contractors, too, need information.

“For us to be in an informal environment—all in the same room at the same time, being frank and candid amongst ourselves—that can't be anything but beneficial to us all. I'm a firm believer in information.”

Another perspective: “I've heard the words, ‘employers are the enemy’ all my life,” says Paquette. “But that's not something I ever personally agreed with. I couldn't do this job if I had to think of our contractors as the enemy.

“What I know for sure is we have a great group of contractors in the province of British Columbia, and for some of them, their trust is something I have to earn. I'm really excited to be doing this—I'm ready to work with them and say, ‘What do you need? Whatever it will take, we'll do.’” ■

CHICHESTER, A VIRGINIA-BASED FREELANCE, IS A FALCONER IN HER SPARE TIME. SHE WRITES FREQUENTLY FOR “PARTNERS IN PROGRESS.”

Remaking Apprenticeship Training

SMWIA and SMACNA have revamped the industry's top apprenticeship program—two years of “core curriculum” followed by modular training. Sheet metal workers will be more adaptable and employable; organized sheet metal contractors will become more competitive and flexible.

By Joe Salimando

Here's a word that sends stomachs churning and minds a-spinnin': CHANGE. It's not easy to envision. Making change happen is hard. Coping with change can be trying. Few of us who have left the teenage years can hear the word without a certain sense of dread.

Yet the change that's come to the organized sheet metal industry's training program has been embraced by contractors and workers. Creating this major revamp was not a hurry-up job! The joint SMWIA/SMACNA task force that engendered this effort began meeting in July 1995.

What's the big deal? Apprentices now will have two years of training in common—a “core curriculum.” This educational period will provide a “baseline” of education, a window for the new worker onto what every sheet metal professional should know.

Following that, however, the apprentice will be able to pursue

“modular” training for the final two to three years of his/her program. Creation of modules covering a wide range of knowledge enables the International Training Institute and local JATCs to provide flexibility and options to the future journeyman—and also to adapt training to local contractor needs.

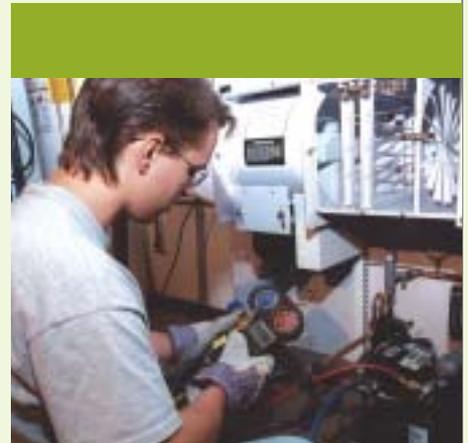
MOVING AHEAD—TODAY!

“This program is taking training into the 21st century,” says David Norris of Dean E. Norris, Inc. (Wichita, Kan.). Norris was SMACNA's co-chair of the joint committee.

“We're now using state-of-the-art delivery techniques, and updating our curriculum to reflect what we're really doing today. Essentially, this new approach recognizes the state of the industry—and adjusts what we are teaching accordingly.”

Best of all, the new arrangement provides benefits for both the contrac-

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Photos courtesy TABB

What's In The Core Curriculum?

Below, find details on Year One of the new core curriculum.

Trade Overview (8 hours)—includes overview of industrial, architectural, commercial, residential, food service, HVAC, and custom fabrication sheet metal. Graphics & videos highlight each major specialty.

Trade History (2 hours)—brief look at the sheet metal trade from ancient times until the present.

Roles, Responsibilities, and Obligations (4 hours)—a review of organizations that support for apprentice training and education of apprentices. Organizations from SMWIA to SMACNA, SMOHIT to NEMI are also discussed.

Time Management (4 hours) NEW—training in time organization to maximize efficiency and productivity.

Goal Setting (1 hour) NEW—apprentices will learn to establish short- and long-term goals—for both on-the-job (project goals) as well as personal career goals. Highlight: A video “drama” to stimulate discussion.

Personal Finance (4 hours) NEW—topics include personal financial obligations, budgeting, credit, insurance, and retirement. Significant mathematics instruction (arithmetic, percentage, etc.) embedded. Video “drama” included.

Communication Skills (6 hours) NEW—listening skills, clear communication, respect for colleagues, and more. Video “dramas” used to instruct and drive further discussion.

Study and Memory Skills (5 hours) NEW—teaches students to study efficiently and take tests effectively. This module’s videos cover improving test-taking skills and strategies for relieving test anxiety.

Drafting (13 hours)—resources on drafting equipment & materials, geometric construction, lines & lettering, sketching & pictorial drawing, and orthographic projection. Numerous graphics, many of which are animated.

Layout (90 hours)—covers geometric construction, principles of layout, layout on metal, parallel line layout, radial line layout, triangulation, and using true lengths in triangulation. Highlight: Videos of 12 common projects from layout to fabrication. Note: Includes roughly 30 hours of embedded instruction in mathematics and measurement.

Fabrication (42 hours)—covers basic shop procedures; hand and power tools; shop equipment; and seams, locks, edges, and connectors. Still photos plus video clips of how each hand

tool is used. Animated graphics demonstrate machine functions that would be difficult if not impossible to see.

Trade Materials (4 hours)—includes all primary metals used in the sheet metal trade, including coated and non-coated forms. Covers units of measurement, including gauges, pounds, ounces, and decimals.

Safety (17 hours)—includes support materials for “OSHA 10”—10 hours of certified safety instruction. An additional seven hours of instructional support are provided in the areas of job site safety; confined space safety; first aid, including CPR; welding and cutting safety; asbestos, lead, and blood-borne pathogens; and forklift safety.

Comments

Embedded content—much of the content of certain subjects is “embedded” in other modules. This is particularly true of the following:

Trade Math and Measurement—whole numbers, decimals, fractions, percentages, area, Pythagorean theorem, angles, and metric and English measurement. A good deal of mathematics is embedded in personal finance, drafting, and layout.

Safety—in addition to the above 17 hours of safety instruction, techniques and requirements for safely operating tools and equipment are provided with demonstrations of the operation of most power tools, many hand tools, and virtually all shop equipment.

CAD—a brief introduction to CAD is embedded in the drafting module.

Plans and Specifications—reading of plans and specifications is embedded in the drafting module. Instruction includes introductions to types, terms, schedules, scales, symbols, elevation, equipment, views, and change orders. ■

Architectural Module: 328 Hours

Here are components of the 328 hours of classroom training contained in the new Architectural module:

- Materials
- Fastening
- Sealants
- Tools & Equipment
- Moisture Control
- Exterior Walls
- Roofs
- Flashing
- Seam, Locks & Edges
- Shop Fabrication & Layout
- Structural (supports)
- Project management (for ASM)
- Field Installation
- Expansion & Contraction
- Field Measuring
- Ventilators & Louvers
- Roof Drainage Systems
- Underlayment & Base Materials
- Special Construction

tor and the sheet metal worker. Contractors crave flexibility; with a core curriculum and numerous special modules, the new program delivers in spades!

“Let’s say there has been a great deal of work in a specific specialty in your area,”

explains Norris. “Suddenly, that type of work decreases—but there is a call for a different specialty.

“With the modules established, we can provide continuing education to the journeymen. They can boost their skill level and knowledge in the specific type of work. That enables the contractor to go out and get the work.”

But wait—what about the worker? Does the apprentice sacrifice something with a “limited” core curriculum? Does providing flexibility to contractors hurt the union’s members?

According to General President Michael Sullivan of SMWIA, that’s not the case at all.

“The sheet metal worker will gain from this change to our apprenticeship,” Sullivan says. “We know that the core-plus-module approach is going to enhance apprentice education and make apprentices more productive.

“And with those modules available, we’ll be able to provide continuing education to our journeymen, to keep their skills current on into the future. The SMWIA member will be more adaptable, which will help make our contractors more adaptable—which will make them more valuable to the customer.”



Photo courtesy TABB

CORE + SPECIALTY MODULES

See the accompanying material for a look at Year One of the core curriculum. There are two years of “core” training—400 hours in all. JATCs will increase their training efficiency in this period (and in the modules) thanks to the use of high-tech tools.

Here’s the plan, as formulated by the joint task force in one of its 17 recommendations:

The “core curriculum concept that would cover the essentials of the trade in the first two years of classroom instruction...Local JATCs would tailor classroom instruction in the remaining years to meet local market demands, providing some opportunity for specialization.”

Norris notes that the state-of-the-art techniques and

‘Flexibility’ ... —Whaddya Mean By That?

As one might be able to absorb from the accompanying main story, contractor David Norris is a believer in the new approach to apprenticeship and training in the organized sheet metal industry.

But even he has had a few learning experiences. Here’s how he relates a recent development:

“In June, we were in a SMOHIT trustee meeting. Tom Kelly, the secretary-treasurer of SMWIA—just in making conversation—said he was concerned about the health of the union’s members. His question was: ‘Do we teach anything about health?’

“Of course, that’s what SMOHIT does. But what Tom was talking about wasn’t the safety programs oriented toward career sheet metal workers! He was talking about basic human health issues.”

Soon, the conversation mutated into a formal action item for the SMOHIT trustee meeting. When it ended, ITI and SMOHIT were asked to develop a “wellness” training module, to be inserted into the core curriculum.

“This meeting took place in June, and the wellness module will be ready to be taught on January 1, 2004,” Norris notes. “All of the trustees—including me, and I think including Mike Sullivan—were amazed at what had happened.

“Were we amazed at the wellness idea? Well, yes—but Tom had a good idea there. What amazed us is that we went from conception of the idea to delivery of actual training to our industry’s workers...in just about six months!”—*J.S.*

training aids also “allow a student to progress on as rapid a pace as he or she wants. It allows for concentrated training when necessary. And we’ll net from this an expanded exposure of apprentices to the myriad of opportunities in the sheet metal industry!”

What’s changed here? “We’re almost paralleling what they are supposed to do in higher education, if you will,” Norris notes. “In a college, you take the first two years of basics—or the core. Then you specialize.

“With this new approach, we’ll have a new ability to look at a person coming into our program and provide, first, the tools he or she will need to become a sheet metal worker. But then we’ll be able to be more flexible.”

As noted above, the modular training concept can be extended to continuing education for journeymen. In short, while “change” isn’t such a popular word, the more-apt description of what’s happening to sheet metal worker training is...revolution! ■

“Everything you do pretty much is unique in the area that I work in. Most of the work you do is something that is seen not just by the people you work with, but by people on the street – so you take a lot of pride in your work. And that’s something I like to be able to do.”

ESTIMATOR/PROJECT MANAGER: My goal is to be able to better understand all aspects of the task. Sometimes, when things in the field are going well, I tend to focus my attention on troubled areas, when actually I should learn what worked so well in the field and bring that experience to future projects,” says Craig Pessina of Parlan-Labdie Sheet Metal (Oak Park, Mich.), as quoted in SMACNA’s newsletter.

“For my projects to be more successful, I need to be able to focus on the entire plan as opposed to the areas in distress.”

RETIRED SMWIA LEADER: “I was very proud when I got to be the business manager,” Don Dokken told the *Fairbanks Daily News-Miner*, “but this is better.” The occasion: A gathering of local industry leaders, former apprentices, contractors, instructors, and Dokken family friends for the formal opening of the Dokken Training Center.

The new JATC facility was named after the Dokkens—including Don, business manager for SMWIA LU #23, and his wife, Janet. The

newspaper described her as a “Jane-of-all-trades and surrogate mother to the apprentices;” she worked alongside her husband, handling paperwork, grant requests, and more.



A quote from Janet concluded the early-June article: “We really have had a lot of fun.”

ZAHNER’S ARCHITECTURAL WORK: ‘THEY’RE DOING A GREAT JOB’

“When the National Museum of the American Indian opens next year in Washington, D.C., one feature expected to dazzle visitors is a long copper wall encircling its grand hall. You can stamp that 150-foot architectural sculpture, ‘Made in Kansas City.’

“And when a bold new outdoor music pavilion opens in Chicago’s Millennium Park—topping by huge ribbons of aluminum and steel—Kansas Citians can likewise take civic pride in that project...

““We have the biggest backlog we’ve ever had,” said Bill Zahner, president and CEO of A. Zahner Co., the metal fabrication company that has carried his family’s name for more than 100 years...”



All of that comes from a June feature on A. Zahner Co. in the *Kansas City Star*. Later in the story, readers learned that the copper wall for the last Smithsonian museum to be added to the Washington “mall” was built to the designs of Ramona Sakiestewa, a New Mexico museum design consultant, and Ilze Jones, a Seattle architect.

Here’s what Sakiestewa told the newspaper: “The cool thing about these guys is that we’ve given them an art piece, they’re doing this long distance, and they’re doing a brilliant job.” ■

COMMUNICATING INSIDE & OUTSIDE

As seen in the accompanying list of committees, a lot of work remains to be done just to establish the foundation to recapture market share. One major challenge is getting “internal” communications together before the SMWIA-SMACNA message is communicated to customers and other external audiences.

Jeske’s approach to international communications seems to have anticipated future hurdles, reflected in his inclusion of Local 15’s executive board in the meeting. “One of the struggles we can anticipate is getting the information on this, the message, throughout our organization,” he claims. “That why

I wanted my E-board there. I wanted those guys to have the straight information on this meeting.

“By having all of them at the meeting, I was able to make sure they got all of the information first hand. As they talk to other members about this, those members will be hearing about the meeting from someone who was actually present.”

From all signs, the first strides made toward regaining market share in Florida did not come on tip-toe—and instead have been “giant steps.” Jeske notes that “there were some contractors who were skeptical going in—but they were very positive coming out of the meeting.” ■

HISPANIC WORKERS CONTINUED FROM BACK COVER

noncitizen percentage for the rest of industry (11.7 million out of 135.1 million, or 0.87%).

While this report did not specify the nationality of the “noncitizens,” it seems possible that a healthy percentage of them were immigrants from Mexico and Latin America. Additionally, the report did not provide a breakdown by trade. It’s possible that a significant number of those “noncitizens” were employed in less-skilled, lower-wage construction work.

One option for those who wish to communicate with Hispanic workers (including the noncitizens referenced above) is “Command Spanish,” a registered trademark for occupational Spanish-language materials and workshops. Grammar and sentence structure are omitted from this training for non-Hispanics. A visit to the commandspanish.com Web site turned up no specifics on electrical instruction, but a 64-page manual (with CD) on *Spanish For Construction Sites*.

WHAT WE’RE DOING

According to Ted Kucynski of the International Training Institute (ITI), the SMWIA-SMACNA team is transitioning to providing training in Spanish as well as English.

“With DVD-based training, it’s actually easier than in

Table 1
We’re In A Different Era!
Labor Force, Aged 25+, 1980 v. 2000 v. 2020
(all figures in millions of workers)

Age	1980	2000	2020	Growth In Millions Of Workers	
				1980 to 2000	2000 to 2020
25 to 54	65.0	100.1	103.1	35.1	3.0
55 to 64	11.8	14.0	26.5	2.2	26.5
65+	3.0	4.4	8.4	1.4	4.0
Total	79.8	118.5	137.9	38.7	19.4

Source: The Aspen Institute

Table 2
Most Don’t Earn A College Degree
Educational Attainment, U.S. population, March 2002

Characteristic	U.S. Population	HS Graduates	Bachelor’s degree +
Ages 25 + over	182,142,000	84.1%	26.7%
Ages 25-29 only	18,310,000	86.4%	29.3%
Men	9,150,000	84.7%	26.9%
Women	9,159,000	88.1%	31.8%
Ages 30-plus	163,832,000		
Men	78,846,000		
Women	85,987,000		

Source: U.S. Census Bureau, Department of Commerce

print,” Kucynski notes. “For example, we have Spanish subtitles on our safety DVDs. And we have printed our safety handbook in Spanish.” ITI also offers a brochure promoting apprenticeship in the Spanish language.

Additionally, the ITI created a CD—“The English-Spanish Game.” It’s helps those who are not bilingual and who may supervise Hispanic workers to learn to communicate key terms important on the job site in that language. ■

Table 3
Half Of New Workers Have Hispanic Backgrounds
2000-2020 Labor Force Growth
(data in millions of workers)

Race/Ethnicity/Nativity	Workers 2000	Growth 2000-20	% Of Labor Force Entrants	Workers 2020	% Workers In 2020
White Non-Hispanic—native	84.5	2.6	13.4%	87.1	63.2%
Black Non-Hispanic—native	12.2	2.8	14.4%	15.0	10.9%
Other Non-Hispanic—native	1.8	1.2	6.1%	3.0	2.2%
Hispanic—Native	4.8	6.8	35.1%	11.6	8.4%
Hispanic—Foreign-born	6.3	2.8	14.4%	9.1	6.6%
Non-Hispanic—Foreign-born	8.9	3.3	17.0%	12.2	8.8%
Totals*	118.5	19.4	100%	137.9	100%

* columns do not add up to totals due to rounding

Source: The Aspen Institute



You Might Not Speak Spanish In 2020, But Many Of Your Workers Will

By Joe Salimando

In 1980, native- and foreign-born Hispanics accounted for 4.3 million of the nation's 79.8 million workers. Of 118.5 million in the labor force two decades later, 11.1 million were Hispanic. Over two decades, the rate of Hispanic worker growth was three times that of the general population.

That's the past. What about the future?

- As of 2001, Hispanics were the nation's largest minority group (passing African Americans), comprising 13% of the U.S. population.
- Projections say Hispanics will comprise 20.7 million of the 137.9 million folks at work in 2020.
- Over this decade and the next, the Hispanic worker total will soar 86%, while the overall working population will grow by just 16%.

Bottom line: Hispanics were 5.4% of the workforce in 1980; by 2020, they will comprise 15.0%. See Table Three (page 15).

A BIG CHANGE

This major change equates to: One Hispanic worker for every 18.5 in 1980; one for every 6.67 in 2020.

More elementally: If a sheet metal contractor sent 15 workers to a construction job site in 1980, perhaps that crew might have included a single person of Hispanic extraction—or not.

But by 2020, a “typical” 15-worker grouping—if it reflects the projected national demographics—would have at least two workers with an Hispanic background.

Construction perhaps already leans to a much more Hispanic mix than most other businesses. A recent Census Bureau report says 898,000 of 6.06 million construction trades workers, (14.8%) were “noncitizens”—higher than the

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