

# Partners **IN** PROGRESS

SMACNA & IMMA—Building A Future Together Vol. 6, No. 3



## Market Expansion Primer

"Face Challenges,  
Create Solutions"

■  
Preview the  
Partners In Progress  
Conference

HVAC  
Industrial  
Architectural  
Metal

**EXPERTISE**

PERFORMANCE • TRAINING • STANDARDS

**SMACNA**



WESTBROOK

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Partners in Progress is a publication  
of the Sheet Metal Industry Labor-  
Management Cooperation Fund.

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Industry Labor-Management Cooperation Fund,  
P.O. Box 221211, Chantilly, VA 20153-1211.

For subscriptions and address changes,  
visit [www.pinp.org](http://www.pinp.org).

Canada Publications Agreement No. 40725004  
Station A, PO Box 54  
Windsor, ON, N9A 6J5



printed in the u.s.a.



## news and shorts

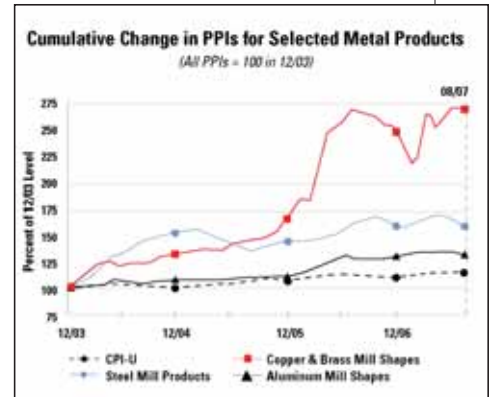
### Construction Inflation: A Turn Up?

A 16-page report from the Associated General Contractors of America, issued in October 2007, notes that “the cumulative increase in the producer price index (PPI) for construction inputs since December 2003 (28%) remains more than double the 13% increase in...the Consumer Price Index (CPI) for all urban consumers.”

Which leads to the question—what’s next? Ken Simonson, chief economist for AGC, sought to answer the question.

“Estimates for many projects now being bid—especially public facilities—were prepared in 2003-2005 under the assumption that construction costs would escalate at the same rate as the CPI. That divergence explains why some projects are being canceled, delayed, or redesigned,” Simonson wrote.

Estimates referenced here are those performed by or for project developers, not individual contractors or subcontractors.



### Why Costs May Rise

“Construction depends heavily on a relatively fixed set of materials,” the AGC report said. “The choice of materials to enclose a given space...is limited, and relatively unresponsive to price changes.

“Furthermore, many of the materials used by the U.S. construction industry are in strong demand in China, India, and other developing countries. These countries are simultaneously building infrastructure, industrial capacity, and housing with modern conveniences.

“Many of the goods they are producing for their own new consumer class, and for export, also add to demand for materials needed for construction in the U.S.”

In 2008, Simonson said, “the PPI for construction inputs appears likely to continue rising 3% to 5%, year-over-year, by late 2007 and early 2008. In other words, construction input costs will exceed the CPI, but not dramatically.

“For the longer term—one to five years—construction input prices are likely to outstrip the CPI by a larger margin...the PPI for construction inputs could well increase 6% to 8% per year in 2008-12, as it did in 2004, 2005, and much of 2006. ■

**NO PEEKING...YET**

See Page 8



# Breeding Alpha Dogs

*A formula for market recovery:  
The supervision return on investment*

by Mark Breslin

**Q**uality union field supervisors make it possible to increase both market share and existing unions contractor capacity. They are also vital for attracting new signatory contractors.

Where can such supervisors be found?

Within the construction industry, supervisors rarely receive training or preparation for their jobs. Their only training is on-the-job, sink-or-swim, with selection based on instinct, gut feeling, or lack of other options.

It's no way to grow the modern construction industry.

According to studies by the Columbia Graduate Business School, one of the best ways to raise productivity is to increase supervisory competence. It's weak and shortsighted to argue that "we don't have the time to do it right." We can't survive continuing to do it wrong.

Need proof? Take a look at the real return on investment that supervisory training provides to contractors, union, and end-users.

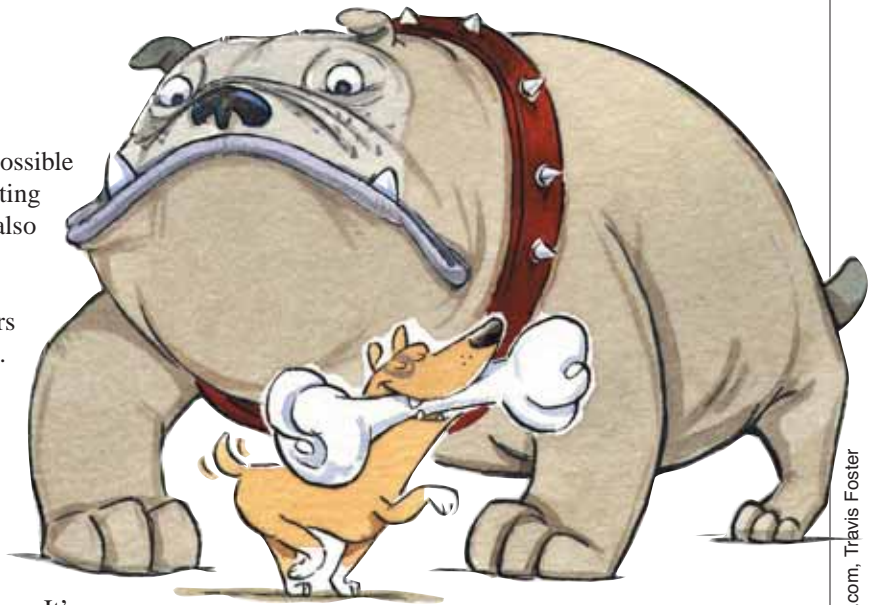
## **ROI #1: Signatory Contractor Growth**

Most aggressive union contractors would bid more work if they had the capacity to effectively manage it. The bottom line is that money is made or lost in this industry based on supervision. No tool provided by the union has more of a pocketbook impact.

Qualified supervisors are impact players who make an immediate difference to a contractor's bottom line. This is a schedule that contractors love. They will smash down the union's door and nearly strangle each other to get at top supervisory talent.

## **ROI #2: Attract New Contractors**

Nothing will convince non-union contractors to become signatory quicker than the opportunity to obtain (and train) qualified supervision. Between 1995 and 2004, I worked with more than 120 companies that became union affiliated. For all, supervision was either the primary or secondary reason for that decision.



And the best supervision always comes from the unionized sector. Making more of it available means more union contractors, fewer open shop firms, and a more even playing field.

## **ROI #3: Increase End-User Satisfaction**

Poor supervision costs the end-user time and money; usually in that order. Most end-users recognize this value and can tell when they are paying for a lack of it.

Particularly in industrial settings, end-users are stuck with asking for "more bodies" rather than a more efficiently run project to keep up with schedules. Excellent supervision could be THE reason an end-user would select a union affiliated firm. ■

Nationally recognized speaker, trainer, and facilitator Mark Breslin will take center stage at the 2008 Partners in Progress Conference from April 3-5 in Las Vegas and will flesh out the message of "Finding Your Alpha Team." He will also discuss strategies that labor and management can use to face their individual challenges and create practical solutions. For more information about Breslin and the Partners in Progress Conference, see [www.pinp.org](http://www.pinp.org).

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# Survival of the Fittest

## FIFTY STRATEGIES FOR JOBSITE SUCCESS



## Union Construction: The Future is in Your Hands

### HERE ARE FIFTY QUICK TIPS AND REMINDERS TO HELP MAKE YOU A MORE SUCCESSFUL JOURNEYMAN:

1. Gas up your car the night before work.
2. Never cash your check at a bar.
3. Don't burn bridges at any company.
4. Go to the doctor when you need to.
5. Earn respect (above all else).
6. Compliment co-workers when they deserve it.
7. Coach co-workers when they need it.
8. Quit smoking (or at least cut down).
9. Take advantage of any and all union-provided training.
10. Mentor an apprentice.
11. If you're an apprentice, find a mentor.
12. If you know this industry isn't for you, find something else that fits.
13. Clean up at the end of the shift, not twenty minutes early.
14. Do your share of shit work.
15. Learn people's names.
16. Know the boss's name, face, and truck.
17. Believe in yourself.
18. Eat breakfast.
19. Don't take a bad day on the job home with you.
20. Don't bring home issues to work.
21. If everybody at work hates you, get a dog.
22. More than one hangover a month on a workday is a bad sign.
23. Learn CPR.
24. Don't shortcut safety for production.
25. Don't shortcut quality for production.
26. Don't shortcut production for socializing.
27. Ask for more if you deserve it.
28. Push for foreman if you want it.
29. Learn your company's history.
30. Splurge for quality boots.
31. Drink tons of water when it's hot.
32. No horseplay.
33. Learn a couple of good jokes.
34. Don't lend your stuff.
35. Don't borrow stuff.
36. Don't lend money on the job.
37. Put things back.
38. Check the crew truck one more time to make sure you've got what you need.
39. Become friends with the dispatcher.
40. Be someone people look up to.
41. Never put yourself above others.
42. Go to union meetings.
43. Be proud of yourself.
44. Show up early.
45. Save up for something you really want and pay for it in cash.
46. Do something really nice for your spouse at least once a month.
47. Stand up for others on the job when it's right, even if it's unpopular.
48. Give the book "Survival of the Fittest" to someone on the job site.
49. Make sure to love your kids as your first priority.
50. \_\_\_\_\_ (fill in your own).

**No Joke. No B.S. No Excuses.**

[www.smwia.org](http://www.smwia.org) • [www.hvacexpertise.com](http://www.hvacexpertise.com) • [www.smacna.org](http://www.smacna.org)



**Breslin**  
STRATEGIES INC.

# Getting Millennials to Engage

Better management means learning to motivate the newest members of your workforce.

by Robert W. Wendover

Today's managers often find themselves asking: "What's happened to the work ethic?"

They complain about young employees who seem to lack the desire to contribute more than the minimum, show up on time (if at all), and take the initiative to think through the normal challenges of daily life.

In my experience, millennials need three things when they come to work: direction, structure, and stimulation. If you provide these three, you and they will get along just fine. Allow me to explain.

**Direction:** Critical thinking, without the aid of menu driven devices, does not appear to be a strong suit for some of the newest members of the workforce.

Give them the opportunity to dance their fingers on a keyboard, and they will do it better than anyone over 40. When it comes to so-called common sense decisions, though, be more specific in your direction.

Rather than simply saying: "Clean up the shop," list for them exactly what steps they should complete. If you want them to type a business letter, provide the specific format that should be followed.

When delegating a project, use a four-step process:

1. be crystal clear when describing the project;
2. help them brainstorm an approach;
3. set specific benchmarks to be completed; and
4. refuse to allow them to re-delegate the project to you by professing inability.

**Structure:** A friend of mine manages a clothing store. The other day, one of

her best employees said, "When I signed on here, I never figured you were going to make me work the whole time."

A hard reality is that my friend, along with countless other managers, has assumed the responsibility for teaching these young workers what hard work looks like.

The solution? Break tasks into smaller bites. Then, keep a standing list of on-going tasks that everyone is responsible to do when other projects are complete.

Be sure to model productive behavior. Let millennials see that if you're on the job, you're always looking for the next task to complete after your current one is done.

**Stimulation:** Young workers, as a group, multi-channel and multi-task 24/7/365. There is no way you and your job can compete with the rest of their lives. So don't even try.

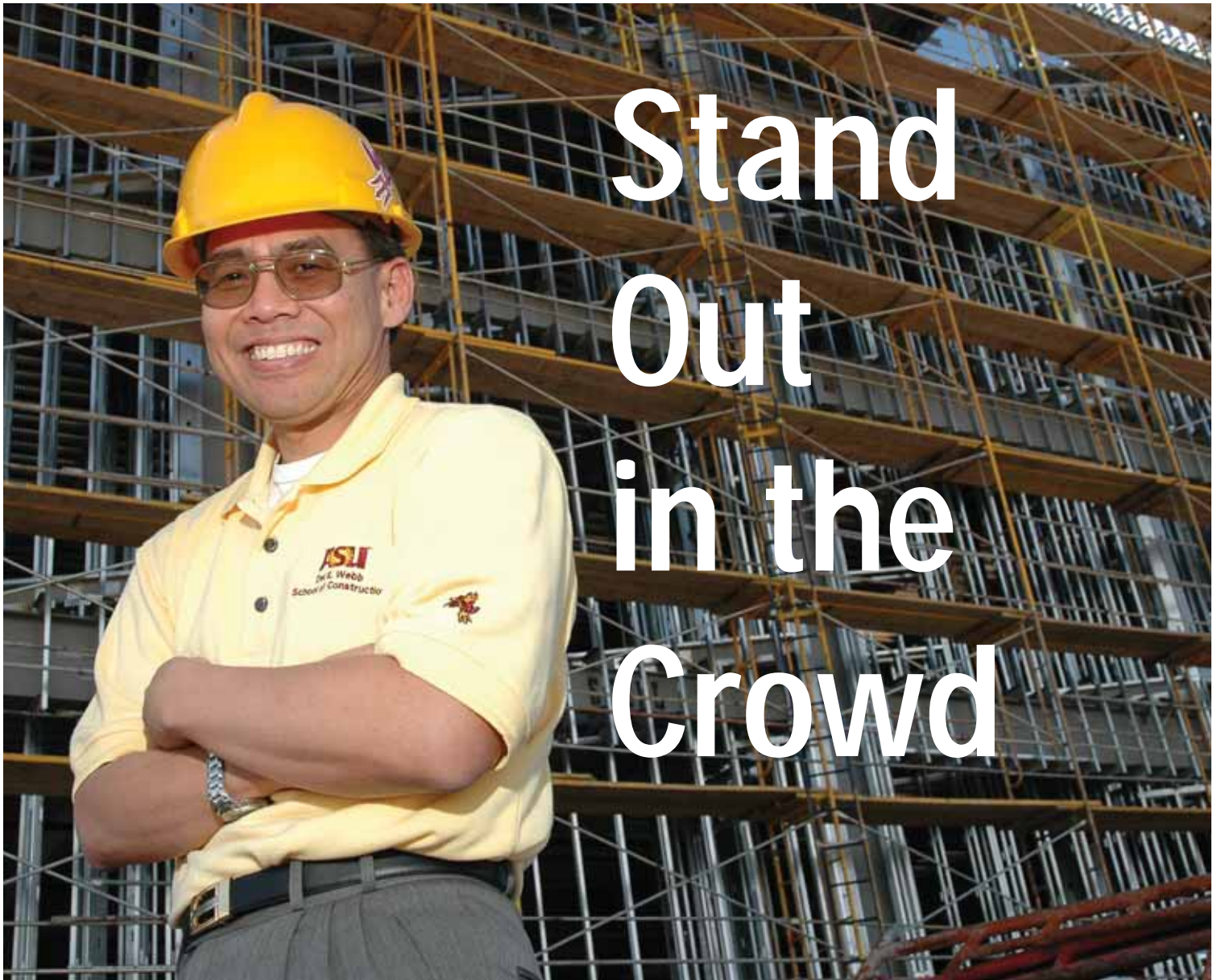
Rethink the parameters that you have in your head about the right and wrong ways to get a job done. Allow millennials some freedom to work the way they are comfortable.

Finally, delegate to them more than one project at a time, and let them bounce back and forth between assignments. They're used to multi-tasking rather than working sequentially.

All of this requires a bit of trial and error, but the result will be engaged, productive young workers. ■



Robert W. Wendover is the director of the Center for Generational Studies. He frequently speaks about labor force issues and intergenerational relations. To learn more about what Wendover has to say about recruiting, retaining, and motivating your workforce, attend the 2008 Partners in Progress Conference from April 3-5 in Las Vegas. Get details at [pinp.org](http://pinp.org).



# Stand Out in the Crowd

## Arizona State University demonstrates that Value matters—every time.

By Kaarin Engelmann

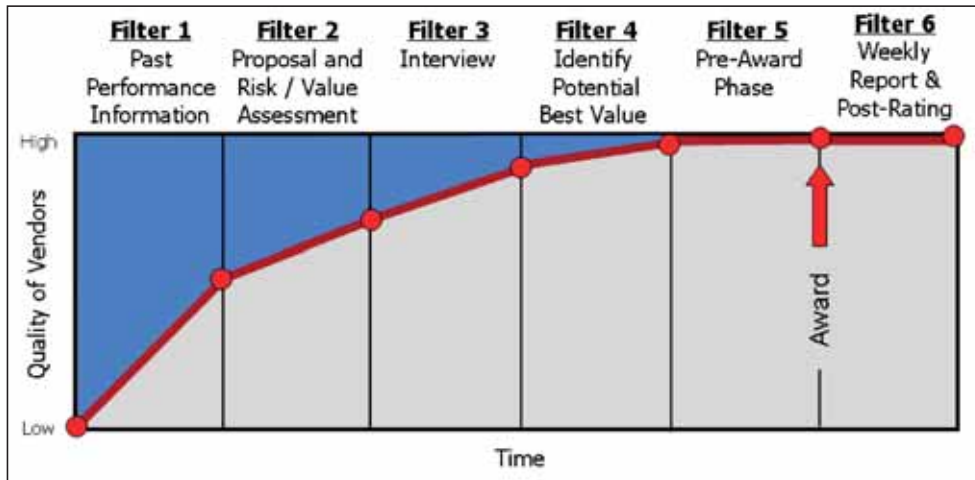
**B**ig, red, juicy apples hang from a tree out back. Which do you choose? They all look identical—the same size, shape, and color. Which has the perfect combination of sweet and sour, with a crispy texture, and no hidden worms?

It's hard to know before you take that first bite.

Not so for those who hire sheet metal contractors and labor. Owners and managers don't need to guess (or gamble) about which bid to award, based on a set of minimum requirements and a list of low bidders.

Researchers at Arizona State University have developed a tool to thump apples and taste them before anyone has to commit. It's called the Performance Information Procurement System (PIPS)—and it's all about Best Value Contracting.

"It is not an evolution of thought. It is a revolutionary change in thinking," says Dean T. Kashiwagi, director of the Performance Based Studies Research Group at ASU's Del E. Webb School of Construction. He says PIPS uses the perspective that construction is a highly skilled, technical process made less efficient by too much client management.



“Using logic instead of ‘best practices’, this model creates an environment where higher-skilled firms have a competitive advantage—the exact opposite of price-based bidding,” he says. “It requires trained, experienced people who can minimize risk that they do not control and address problems before a project begins. For unions, it plays to their strength—outstanding training programs.”

Over the past 13 years, Kashiwagi’s group at ASU has worked with various public and private owners and applied PIPS to 530 projects in the United States and abroad with construction values of \$683 million.

In that period, results demonstrate 98% on-time delivery, no contractor-generated change orders, and high satisfaction among both customers and contractors (who increase their profit by 5% through preplanning, minimizing risk they do not control, and taking control of the project).

*Why does it work?* According to Kashiwagi, best value increases efficiencies, allowing contractors to maximize their profits while delivering to owners the best value for the lowest price.

To get to that point, PIPS uses a series of “filters” that limits the efforts of high-performance contractors while winnowing out those who don’t offer the best value. (See graphic.) Initial work involves obtaining past performance information on all critical team components, including contractors, individuals (such as superintendents), and subcontractors.

Next, contractors submit a bid proposal that identifies, prioritizes, and minimizes project risks—anything that would prevent on-time completion or cause change orders or budget overruns. Contractors also provide a general project schedule documenting general milestones, and they propose options that could increase the value of their work. This write-up must be brief—only a couple of pages—and no marketing or identifying details are allowed.

Using this information, owners select which contractors make the short list. Contractors on the short list participate in an interview process that is used to determine how well key personnel understand the project and any potential risks.

Scores for all three measures are ranked in PIPS to provide a rank-ordered list of the best-valued contractors. Once the owner has selected a single best-valued contractor to work with, a pre-award period begins.

During this period, the selected contractor provides a detailed project schedule, coordinates requirements with the client and other critical participants, works out conflicts, answers client questions, and supplies quality control and assessment procedures.

Based on these details, the owner awards a guaranteed-maximum price or fixed-price contract, making performance—and weekly reports—a critical component that will be evaluated upon project completion.

“Best value practices, such as those used in PIPS, allow contractors to differentiate themselves. They can compete **and** be the best,” Kashiwagi concludes. ■

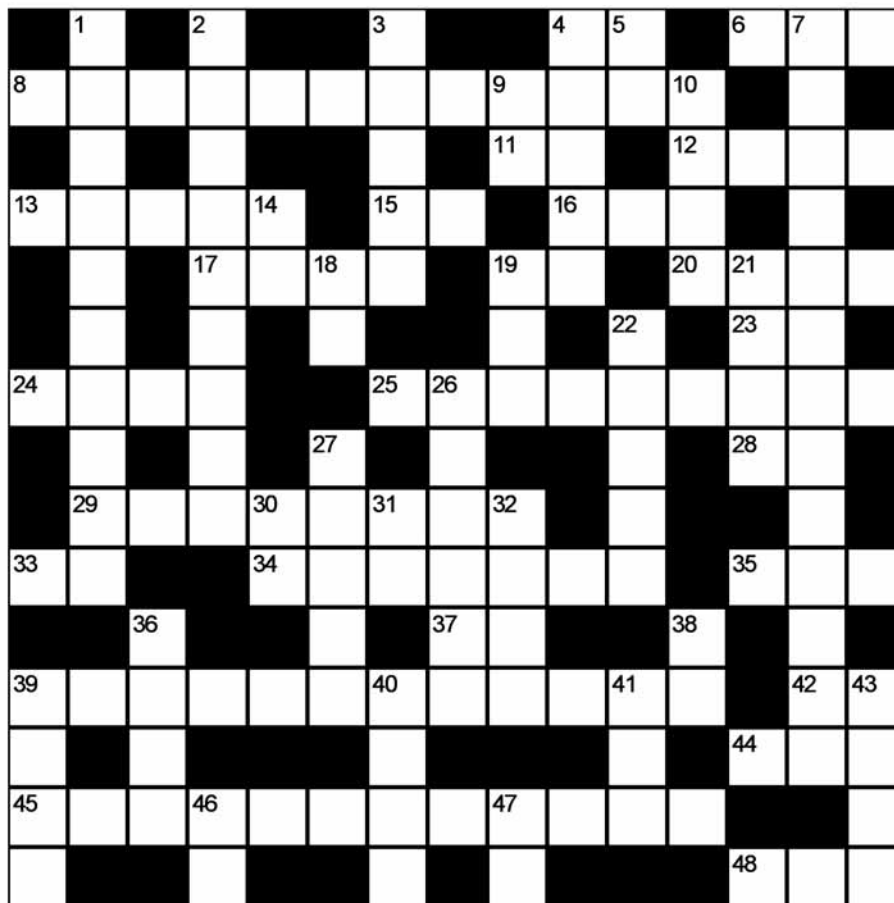
Engelmann is editor of *Partners in Progress*. There will be several sessions at the April Partners in Progress Conference on creating best value. See this issue’s insert for details or visit [pinp.org](http://pinp.org). For additional information about PBSRG, PIPS, or best-value procurement and performance contracting, visit [pbsrg.com](http://pbsrg.com).

## Kashiwagi’s Hands-off Management

Dean Kashiwagi is a professor at Arizona State University’s Del E. Web School of Construction and also the director of the Performance Based Studies Research Group (PBSRG) at Arizona State University. PBSRG is the worldwide leader in improving construction performance and efficiency. Kashiwagi has developed a “hands off” approach to managing contractors in the construction industry or any industry.

Prior to joining ASU, Kashiwagi worked as a design/project engineer, project manager, educator, and researcher. He has written more than 100 articles and books and is a professional engineer in nine states. For more information on Kashiwagi’s work at PBSRG, see [pbsrg.com](http://pbsrg.com).

# SHEET METAL / HVAC CROSSWORD PUZZLE



## ACROSS

4. What we're all naturally focused upon
6. \_\_\_s - the basics
8. Saturday session: Impact of...
11. Some sessions may run into this, abbr.
12. On April 6, the opportunity will be \_\_\_\_
13. Angry slang for people who interrupt sessions
15. Systems we install, abbr.
16. What you might call your best worker
17. Serious safety risk
19. Equipment approval agency, abbr.
20. Sessions will help you do this with industry changes
23. Public relations, abbr.
24. Top-\_\_\_\_, meaning best
25. Subject of several sessions
28. Standard switch position, abbr.
29. Many project losses are \_\_\_\_\_
33. Level of education generally required, abbr.
34. How we acknowledge capability
35. Conference name, abbr.
37. Micro-farad (capacitor size), abbr.
39. What we want to keep strong
42. Same as 5 down
44. We should actively \_\_\_\_ our minds
45. Eco-session
48. Same as 35 across

## DOWN

1. Where you intend to learn
2. "Thing" to be improved
3. Necessary concern of some sessions
4. The material we work with most
5. The place for injured workers, abbr.
7. Preferred methods
9. Advice to someone unsure of attendance
10. Specification, abbr.
14. Session attendance, abbr.
18. Major city, about a three-hour drive of the conference
19. Common control cable type, abbr.
21. Registration will do this on April 2
22. \_\_\_\_\_, attendance at every session is not possible
26. Attendees should not be saying: You \_\_\_\_\_
27. What teaching sessions should be
30. The current of batteries, abbr.
31. Same as 5 down
32. A good thing to do with ideas
36. How to prepare for the conference
38. Same as 15 across
39. Educated, is what we want \_\_\_\_\_
40. What college boys drink from, and what we should not
41. Bad on coils
43. What to do with rewards
46. Same as 30 down
47. Regarding, abbr.

*Answers on page 2*





# PARTNERS in PROGRESS

# 2008

## CONFERENCE

## PROGRAM

April 3-5, 2008  
Caesars Palace  
Las Vegas



**EXPERTISE**

PERFORMANCE • TRAINING • STANDARDS



# NEMMI

# FACE challenges

# CREATE solutions

**Register now! Hotel cut-off date  
is February 29, 2008!**

# 2008 Partners in Progress Conference

Caesars Palace, Las Vegas • April 3-5, 2008

## **FACE** challenges **CREATE** solutions

Join Mark Breslin in finding successful strategies for tackling your toughest issues. Mark believes labor and management have to step up and lead from where they are to transform the union construction industry and restore its competitive position in the marketplace. SMACNA and SMWIA hope your first priority will be to attend this conference.

### **WHAT YOU'LL LEARN**

#### **NEW LEADERS SESSION FEATURING ROBERT WENDOVER**

Attended by apprentice contestants as well as conference participants, a panel of contractors, business managers and industry leaders, led by Robert Wendover, will discuss how to inspire workforce leadership and instill a sense of purpose among the newest industry entrants. Young leaders speak their minds. Contractors and business managers reach out to future industry leaders.

#### **SUCCESSION PLANNING—FINDING YOUR ALPHA TEAM—MARK BRESLIN**

Finding the key people to lead your business in the future isn't easy. Find out how industry leaders have prepared new leadership and what is required for a successful transition.

#### **REGIONAL BREAKOUT SESSIONS**

Participate in valuable regional discussions where problems and solutions specific to your area are analyzed.

#### **RECRUITING, RETAINING AND MOTIVATING YOUR WORKFORCE**

Explore ideas and innovative recruitment methods that are being used to attract new people to the industry. Discover how to motivate the youngest generation of workers from renowned expert Robert Wendover and learn how to speak their language.

#### **A COMPARISON OF UNION VS. NONUNION OPERATIONAL COSTS**

Want to know why open shop contractors are successful? The findings of this candid, groundbreaking study will be discussed in depth by Jay Bowman of FMI Consultants. (A New Horizons Foundation Project)

#### **PARTNERING TO IMPROVE WORKERS' COMPENSATION PRACTICES**

Workers' Comp. can make you or break you. Discover the top ten things you can do to improve your workers' compensation experience. Learn what principles make successful workers' comp. systems work and how they can be adapted to where you live.

#### **BIDDING GREEN—THE FUTURE OF CONSTRUCTION CONTRACTING**

Green standards are becoming more prevalent in the industry. Find out how to get your share of this potentially lucrative market.

#### **SCHEDULE COMPRESSION EFFECTS OF LABOR PRODUCTIVITY**

Meet Dr. Awad Hanna of the University of Wisconsin—Madison and get the facts and recommendations on the impact of schedule compression on project performance. (A New Horizons Foundation Project)



Mark Breslin is Chief Executive Officer of Breslin Strategies.



Robert Wendover is the Managing Director of the Center for Generational Studies.

SHARE IDEAS ■ LEARN FROM OTHERS ■ CONFRONT PROBLEMS ■ FIND SOLUTIONS  
■ BOOST APPRENTICESHIP ■ PUBLIC RELATIONS ■ GAIN MARKET SHARE &

**WHO**  
should attend?

Contractors

Chapter Executives

Decision Makers

Business Managers

Agent/Organizers

New or Future Owners  
and Managers

JATC Training Coordinators

JATC Committee Members

## **SMACNA & SMWIA**

### Why You Need This Conference

Our joint goal is to shape the landscape of tomorrow's union sheet metal construction industry. The task isn't easy—and will require leadership, change, trust, dedication, and hard work. We can take advantage of the opportunities that are ahead of us, but only if we, together, remove our blinders and take a hard look at what the future may hold.

# 2008 Conference Schedule

## **Wednesday, April 2, 2008**

**REGISTRATION: 1:00 P.M.—5:00 P.M.**

## **Thursday, April 3, 2008**

**BREAKOUT SESSIONS: 8:00 A.M.—3:00 P.M.**

- Succession Planning—Finding Your Alpha Team
- Bidding Green—The Future of Construction Contracting
- Partnering to Improve Workers' Compensation Practices
- Sheet Metal Safety Roundtable
- Communicating and Motivating Your Millennials
- Using Skill Certifications to Gain a Competitive Edge
- Model Specs—Using the New Format to Your Advantage
- New Apprentice Leaders Roundtable
- JATC Coordinators' Workshop

**EVENING: 5:30 P.M.—9:00 P.M.**

Conference Opening Ceremony  
Reception, Dinner and Awards

## **Friday, April 4, 2008**

**GENERAL SESSIONS: 8:30 A.M.—12:30 P.M.**

- Mark Breslin—Alpha Dogs
- Best Practices to Expand Markets
- Recruiting, Retaining and Motivating Your Workforce—Featuring Robert Wendover
- New Horizons Study of Union vs. Non-union Costs

**BREAKOUT SESSIONS: 1:30 P.M.—3:00 P.M.**

- Northeastern Regional Breakout
- Midwestern Regional Breakout
- South/Southwest Regional Breakout
- Western Regional Breakout

## **Saturday, April 5, 2008**

**GENERAL SESSIONS: 8:00 A.M.—1:00 P.M.**

- Mark Breslin—Implementation Is Everything
- Schedule Compression Effects on Labor Productivity—Featuring Dr. Awad Hanna
- Prompt Pay Industry Initiatives
- Industrial Market Survey-Market Opportunities

NS ■ SKILLS IMPROVEMENT  
JOBS; AND LOTS MORE!

MORE INFORMATION TO COME



# 2008 Partners in Progress Conference

Caesars Palace, Las Vegas • April 3-5, 2008

## AGENDA

### Thursday, April 3, 2008

#### **BREAKOUT SESSIONS: 8:00 A.M.—9:45 A.M.**

- Succession Planning: Finding Your Alpha Team  
Mark Breslin, Kevin Yearout, Rob Biedermann
- Future Leaders Roundtable  
Robert Wendover, Nathan Dills, Paul Le Bel, Jr.
- Partnering to Improve Workers' Compensation Practices  
Dick Robyn, Jim Bigham, Craig Sandberg, William Ecklund
- Sheet Metal Safety Roundtable  
Mike McCullion, Charles Austin
- Bidding Green: The Future of Construction Contracting  
TBD
- Using Skill Certifications to Gain a Competitive Edge  
FML's Rick Reese, Roy Ringwood, Ken Senteney,  
John Hamilton, Kevin Casey, Howard Stine

#### **BREAKOUT SESSIONS: 10:00 A.M.—11:45 A.M.**

- Succession Planning: Finding Your Alpha Team  
Mark Breslin, Kevin Yearout, Rob Biedermann
- Future Leaders Roundtable  
Robert Wendover, Nathan Dills, Paul Le Bel, Jr.
- Model Specs: Using the New Master Format  
Specs to Your Advantage  
John Hamilton, Tom Glavinich
- Sheet Metal Safety Roundtable  
Mike McCullion, Charles Austin
- Partnering to Improve Workers' Compensation Practices  
Dick Robyn, Jim Bigham, Craig Sandberg, William Ecklund
- Using Skill Certifications to Gain a Competitive Edge  
Rick Reese, Roy Ringwood, Ken Senteney,  
John Hamilton, Kevin Casey, Howard Stine

#### **BREAKOUT SESSIONS: 1:30 P.M.—3:00 P.M.**

- Bidding Green: The Future of Construction Contracting  
TBD
- Model Specs: Using the New Master Format  
Specs to Your Advantage  
John Hamilton, Tom Glavinich
- Communicating and Motivating Your Millennials  
Panel: Robert Wendover, Nathan Dills, Paul LeBel, Jr.,  
Larry Lawrence, Dan Rose
- The Business Costs of Operating a Sheet Metal Business  
John Eilerman
- Lean Contracting Practices  
Dennis Sowards

**3:00 P.M. ADJOURN**

**5:30 P.M. OPENING RECEPTION & DINNER**

### Friday, April 4, 2008

#### **GENERAL SESSION: 8:00 A.M.—12:30 P.M.**

- 8:00 A.M.** Opening Remarks:  
SMWIA General President Michael Sullivan  
SMACNA President Ron Palmerick
- 8:30 A.M.** Mark Breslin: Alpha-Dogs, Face Challenges,  
Create Solutions
- 9:30 A.M.** National Best Practices to Expand Markets  
Mark Watson, Joe Nigro
- 10:00 A.M.** Break
- 10:15 A.M.** Recruiting, Retaining and Motivating Your Workforce  
Robert Wendover, Susan Karr,  
Richard Compton, Mike Jeske
- 11:30 A.M.** New Horizons Study of Union vs. Non-union Costs  
FML's Jay Bowman, Rick Reese
- 12:30 P.M.** Lunch

#### **REGIONAL BREAKOUT SESSIONS: 1:30 P.M.—3:00 P.M.**

- Northeastern Regional Breakout  
Bob Lawless, Joe Sellers
- Midwestern Regional Breakout  
Dick Cramer, Reggie Hohenberger
- South/Southwest Regional Breakout  
Rob Biedermann, Rich McClees
- Western Regional Breakout  
Matthew Smith, Bruce Word

**3:00 P.M. ADJOURN**

### Saturday, April 5, 2008

#### **GENERAL SESSION: 8:00 A.M.—1:00 P.M.**

- 8:00 A.M.** Mark Breslin: Regional Recap and  
Implementation Strategies
- 9:30 A.M.** Schedule Compression Effects on Labor Productivity  
Dr. Awad Hanna
- 10:30 A.M.** Break
- 10:45 A.M.** Prompt Pay, Partnering on Legislative Issues  
David McCoy, Jay Potesta, Phil Gillespie
- 11:15 A.M.** Industrial Market Survey—Market Opportunities  
Jay Bowman, Rick Reese, Mitch Hoppe
- 12:00 P.M.** Sullivan and Palmerick Close  
Partners: Addressing the Challenges
- 12:30 P.M.** Mark Breslin: Strengthening our Industry  
from the Ground Up

**1:00 P.M. ADJOURN**

**FACE CHALLENGES CREATE SOLUTIONS**

# 2008 Partners in Progress Conference

Caesars Palace, Las Vegas • April 3-5, 2008

## CONFERENCE REGISTRATION

### FACE CHALLENGES CREATE SOLUTIONS

Important: To ensure proper registration, PLEASE PRINT CLEARLY and complete the form in its entirety

<b>NAME</b> Last		First	<b>NAME TO APPEAR ON BADGE</b>	
<b>ORGANIZATION NAME</b>			<b>POSITION</b>	
<b>MAILING ADDRESS</b>				
<b>CITY</b>		<b>STATE</b>	<b>ZIP</b>	
<b>PHONE</b>	(PLEASE INCLUDE AREA CODE)			<b>FAX</b>
<b>E-MAIL ADDRESS</b>				

Registration fee includes conference materials, daily continental breakfast, refreshment breaks, opening reception and dinner.		<b>REGISTRATION FEES</b>
<b>Register now! Hotel cut-off is February 29, 2008</b>		<b>Amount Due</b>
<b>Conference Package @ \$695</b> Includes Admission to all sessions Thursday, Friday and Saturday, 1 Ticket to the Opening Reception and Dinner)		
_____ Additional Reception and Dinner Guests @ <b>\$145 per person</b>		
<b>Thursday, April 3</b> Opening Reception and Dinner @ <b>\$145</b> _____ # of Tickets		
<b>TOTAL PAYMENT</b>		

Check here if you have any ADA-related needs or dietary restrictions, please explain:

**FOR MORE INFORMATION:** 703.795.2411  
**SEND TO:** Partners in Progress c/o TBA 121 N. Washington St., Su. 400-B, Alexandria, VA 22314  
**OR FAX TO:** 540.301.0095 **OR REGISTER ONLINE:** www.pinp.org

**METHOD OF PAYMENT**  VISA  MasterCard  American Express

Payment/Credit Card Number      Expiration Date      Name on Card      Authorized Signature

NOTE: TBA/LMCCF will appear as the Merchant name on credit card statement and credit cards will be processed upon receipt

### HOTEL INFORMATION

#### Caesars Palace-Las Vegas, 3570 Las Vegas Blvd., South Las Vegas, NV 89109

Contact Caesars directly at 800-634-6661 to make your reservation. It is important that you reference "Partners in Progress" when making your reservation in order to get the special conference rate. All reservation requests must be accompanied by a first night room deposit, plus tax. Reservations made by a major credit card will be billed immediately. Caesars allows individual attendees the right to cancel their guest room reservations without penalty up to 72 hours prior to scheduled arrival date. Cancellations received within 72 hours prior to arrival and "No Shows" will be charged one night's room and tax. Check-in time is 3:00 p.m. (Monday-Thursday) and 5:00 p.m. (Friday-Sunday). Checkout is 11:00 a.m.

**CUT OFF DATE:** Friday, February 29, 2008. Reservations made after February 29, 2008 will be accepted on a space and rate available basis.

**SLEEPING ROOM RATE \$229.00 (plus room tax of 9%)**

In order to best plan all event activities for all attendees, please fill out the following survey. All information is confidential:

**AGE.** Please check the appropriate box for your age:  
 18-25       26-35       36-45  
 46-55       56-65       Over 65

#### ARE YOU A...

**Contractor...** Please answer the following questions.

What chapter do you belong to?

Is your chapter executive attending this meeting?  Yes  No  Don't Know

List the local union(s) to which you are signatory. \_\_\_\_\_

Are your labor partner(s) attending this meeting?  Yes  No  Don't Know

**Chapter Executive...** Please answer the following questions.

List the chapters to which you belong. \_\_\_\_\_

Is/are contractor member(s) attending this meeting?  Yes  No  Don't Know

List the local union(s) to which you are signatory. \_\_\_\_\_

Are your labor partner(s) attending this meeting?  Yes  No  Don't Know

Does your chapter have a local labor/management partnership program?  
 Yes  No  Don't Know

**Business Agents/Managers...** Please answer the following questions

List your local union # \_\_\_\_\_

Are your management partner(s) or SMACNA Chapter Executive attending this meeting?  Yes  No  Don't Know

Does your local union have local labor/management partnership?  
 Yes  No  Don't Know

**Please check the appropriate title below.**

JATC Coordinator       SMACNA Staff  
 SMWIA Staff       SMOHIT Staff  
 Other (please list) \_\_\_\_\_

IT'S A BIRD. IT'S A PLANE. IT'S

# TINNY

Blue Diamonds' Man of Sheet Metal spreads the word about Expertise.

by Steve Grieco



SMACNA-SMWIA were to give an award for the most creative use of the HVAC Expertise logo, Blue Diamond Sheet Metal, based in Medford, NY, would certainly be a contender.

Like the "S" on Superman's chest, the HVAC Expertise logo is proudly emblazoned on "Tinny," the company's sheet metal mascot that rides atop each of the five Blue Diamond delivery trucks traveling across New York City and Long Island.

"Tinny was actually developed in 2001 as a business card holder for our first New York State SMACNA show in New York City," explains Bob Lawless, Blue Diamond CEO. "He was kidnapped from this meeting, but that's a whole other story.

"Since that time we have incorporated Tinny for many uses. He has become widely recognized throughout our industry."

Tinny got so much attention at the show, Lawless says, that Blue Diamond decided to use it more broadly as a marketing tool. The HVAC Expertise logo was a natural addition and helps to promote the breadth of the company's HVAC services.

Lawless and his former partner established Diam-N-Blu Mechanical, a subsidiary to the 25-year-old Blue Diamond Sheet Metal company, in 1988, making the leap into full-service HVAC contracting.

"It's still a challenge getting the word out that we are more than just a sheet metal fabricator," he says. "We are a fully staffed organization capable of engineering/designing, installing and servicing commercial and industrial heating, ventilation and air conditioning systems."





Both Diam-N-Blu Mechanical and Blue Diamond Sheet Metal operate out of a new 51,000 square foot manufacturing facility, filled with precision equipment such as computerized plasma cutters, spiral duct line, and full coil line. Lawless employs more than 150 people, including building trades journeymen, drivers, yard hands, and office personnel.

“We do a wide variety of work. Our jobs range from small to large, retail spaces, multiple floor spaces in Manhattan, bio-medical facilities, hospitals, and complete office buildings,” Lawless says. “We just finished the new American Airlines Terminal at JFK International Airport. It encompassed more than 300 shop drawings.”

Blue Diamond uses the HVAC Expertise logo on most, if not all, correspondence, including shop drawings, which are always submitted on blue bond paper—the company’s trademark color.

“These branding activities help attract more customers and communicate the company’s commitment to consistent professionalism,” Lawless says.

Lawless adds that he will continue looking for creative ways to use the HVAC Expertise logo, especially as he considers future plans for the company. One reason is that Lawless hopes the logo will get more young people interested in the industry. “It has a youthful, energetic look,” he said. “I think that’s going to help with recruiting.” ■

Grieco is a Virginia-based freelance writer. For additional information about using the Expertise logos to create consistent branding in your area, visit [pinp.org](http://pinp.org). Licensing forms are available on the right side of the page.

## Use the ‘Expertise’ Logos

*Excerpt from the Partnership Communicator, Vol. 2, No. 1.*

Access to the HVAC Expertise, Architectural Metal Expertise, Industrial Expertise, and the 3-in-1 (“comprehensive”) logo is free.

All that SMWIA local unions, SMACNA chapters, and local JATCs need to do to use these logos is complete simple licensing forms. **THERE IS NO CHARGE.**

To get the forms, go to [pinp.org](http://pinp.org), and click on the two links in the lower right-hand corner.

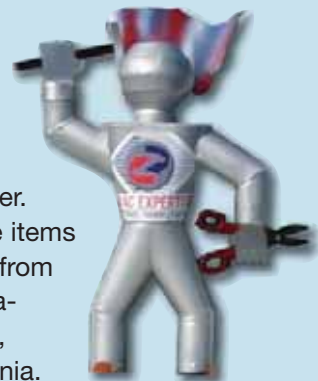
Just like Blue Diamond Sheet Metal, SMWIA-signatory contractors can use these logos, too. The only requirement is to take seconds to complete the licensing applications. **IT IS FREE.**

How can you put these logos to work? Partnership communicator provides examples of how some local organizations and companies

have used the logos.

Each is a separate item in the newsletter.

Representative items were received from Kansas, Massachusetts, Ohio, and Pennsylvania.



Please take a look. If you have creative uses of any of the logos that are not represented here, don’t hesitate to contact us—send an e-mail with the info (and the artwork) to [editor@pinpmagazine.org](mailto:editor@pinpmagazine.org).

# SHEET METAL CE

**H**ow do customers know you are doing your job correctly and meeting the highest standards? Certification can provide a competitive edge. It declares that an individual or contractor is a highly reliable, competent, and qualified professional. Certification equals credibility. Certification equals excellence. Certification means a higher level of expertise, which leads to more job security and more money!

TABB (the Testing, Adjusting and Balancing Bureau), ITI (International Training Institute) and NEMI (National Energy Management Institute) have been developing certifications since the early 1980s. Certifications for supervisors and contractors were added in 2002. (An update on the status of certification programs is listed in the table.)

Certification requires adherence to a rigorous Code of Conduct that ensures certified professionals are the best in the field.

As directed by the ICB (International Certification Board), SMACNA and SMWIA-sponsored organizations develop a protocol for teaching and testing, using both written and performance tests.

Every two years, it's necessary to renew certifications. Programs are constantly being updated and upgraded to offer the most state-of-the-art testing and training—ensuring that certified professionals have a solid reputation for excellence, expertise, and reliability.

Certification will be the subject of a breakout session at the upcoming Partners in Progress Conference from April 3-5 in Las Vegas. To find a nearby certification course, contact a local JATC, call 800-458-6525 or log-on to [nemionline.org](http://nemionline.org), [sheetmetal-iti.org](http://sheetmetal-iti.org), or [tabbcertified.org](http://tabbcertified.org). For more information about the Partners in Progress Conference, see [www.pinp.org](http://www.pinp.org).

*Information compiled by Cari B. Clark.*

## Bio Safety Cabinets

Status: Pilot Program

A certification program for individuals working with cabinets designed to hold hazardous biological materials is currently being tested at Local 19 in Philadelphia. Two more regions will be added—Local 20 in Indianapolis and Local 104 in San Francisco—during 2008. This is not a NEMI certification; it is a National Safety Foundation (NSF) certification for Class II Bio Safety Cabinets. It will include both classes and testing.

## Commissioning

Status: Available

Building commissioning certification consists of a one-week class followed by an exam and is available to qualified individuals.

## Energy Management

Status: Available

Technician-level energy management certification is available to qualified individuals. The test is based on ITI modules and field experience.

## Filtration

Status: In Development

Filtration of air is integral to HVAC systems, and certification for HVAC technicians will enhance their credibility and expertise. This certification is a partnership with the National Air Filtration Association (NAFA) because their certification is widely recognized in the filtration industry.

## Fume Hoods

Status: In Development

Certification for those working on fume hoods is in demand, and training courses and testing are slated for 2009.

## HVAC Fire Life Safety Systems Level I

Status: Available

The successful operation of all building HVAC systems is an integral part of fire protection design. Level I certification covers inspection of fire dampers. Qualified inspectors for fire dampers are in great demand, and certification in this area ensures a quality standard that will help prevent loss of life in the event of a fire. A certified inspector will accurately report and document proper inspection.



# CERTIFICATIONS

January 2008

## **HVAC Fire Life Safety Systems Level II**

**Status:** In Development

Smoke control systems can be tied into the HVAC system or independent (like stairwell pressurization systems). Level II certification ensures technicians have knowledge of smoke control systems design and test criteria; can implement individual component and overall system performance testing of smoke/fire-related control components and interconnected system elements to verify life safety compliance; and are able to review and assess HVAC System design drawings and specifications related to smoke control and fire containment needs.

## **HVAC Fire Life Safety Systems Supervisor**

**Status:** Coming Soon

HVAC Fire Life Safety Systems Supervisors are responsible for overseeing the inspection process and making sure it follows the proper codes and requirements. Certification will only deal with HVAC-related life safety systems. It will not cover sprinkler systems.

## **HVAC Mechanic**

**Status:** Available

Based on training received as an apprentice, certification is available to qualified individuals.

## **HVAC Master Mechanic**

**Status:** Available

Testing and certification of those supremely qualified and committed to delivering system diagnostics and service. Includes successfully passing the North American Technician Excellence (NATE) core and two disciplines.

## **HVAC Technician**

**Status:** Available

Certification is available to the HVAC mechanic who has taken the steps necessary to become an entry-level HVAC service technician. He or she must successfully pass the Air Conditioning and Refrigeration Institute (ARI) industry competency exam.

## **IAQ Technician**

**Status:** Available

Indoor Air Quality is of growing concern to building owners and supervisors. The HVAC professional is in a unique position to examine and evaluate these systems. Classes and exams are available for individuals to gain certification in this critical field.

## **IAQ Supervisor**

**Status:** Coming Soon

Certification for supervisors in IAQ is currently a pilot program and will be available to qualified individuals during early 2008.

## **Sound and Vibration**

**Status:** Available

S&V technicians are the eyes and ears on a construction project. Certification is a combination of work-study utilizing the SMACNA S&V Manual. The class is one week long, with an examination at the end.

## **TABB Contractors**

**Status:** Available

TABB certification for contractors ensures the highest level of service and the best-qualified team to the building community.

## **TABB Supervisors**

**Status:** Available

TABB's certification for supervisors of Testing, Adjusting, and Balancing companies was developed to ensure engineers, architects, and building owners that the TABB program is the most professional and competent one available.

## **TABB Technicians**

**Status:** Available

ITI technician certifications are the best available for those individuals who qualify to perform air and hydraulic balancing of building environmental systems. Technicians must master 14 service subjects and pass a five-hour written test, followed by a 14-hour performance test.

# Best Practices Task Force Keeps Eye on Future

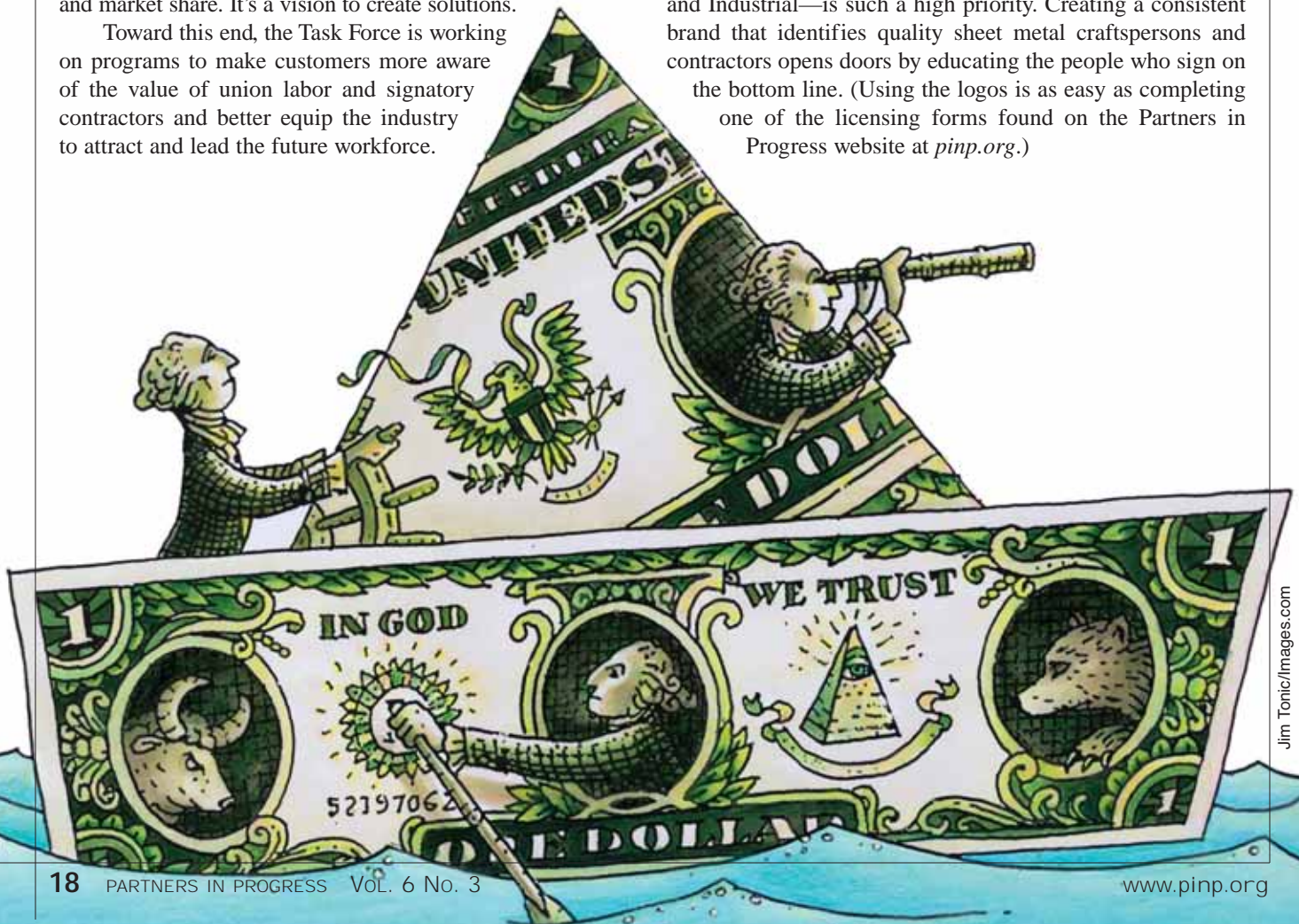
By the beginning of February, many 2008 resolutions were starting to fade. Not so for the SMACNA-SMWIA Best Practices Market Expansion Task Force, which is just getting going on its 2008-2011 Strategic Plan.

This plan comes with a revised vision to create an environment where local labor and management can effectively collaborate to increase both membership and market share. It's a vision to create solutions.

Toward this end, the Task Force is working on programs to make customers more aware of the value of union labor and signatory contractors and better equip the industry to attract and lead the future workforce.

Lift to power such lofty aspirations can only come from the men and women in the shop and on the job site. Progress is being made entering new markets; signing new contractors; and recruiting motivated apprentices, but the word doesn't always get out—to customers or even within the industry.

That's why promoting Expertise—HVAC, Architectural, and Industrial—is such a high priority. Creating a consistent brand that identifies quality sheet metal craftspersons and contractors opens doors by educating the people who sign on the bottom line. (Using the logos is as easy as completing one of the licensing forms found on the Partners in Progress website at [pinp.org](http://pinp.org).)



jim Tonic/images.com

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# Contractors and Locals are not left out in the cold to face these challenges.

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Such efforts are making it possible to re-enter industrial markets and create a niche in the residential service and retrofit market.

Just as important is building awareness within the ranks of the good things that happen when labor and management work cooperatively. *Partners in Progress*, several SMACNA- and SMWIA-sponsored websites and newsletters (including the *Partnership Communicator*), road shows, and the bi-annual Partners in Progress Conference—all Task Force tools—provide opportunities to profile successes, recognize best practices, and add momentum to market expansion efforts.

Yet, without a motivated, educated, and well-led workforce, new work can't be won or even bid. Retirements over the next 15 years will bleed the availability of qualified craftpersons. Who will replace them? And how can those who do be enticed to perform their jobs well?

Contractors and Locals are not left out in the cold to face these challenges. The Task Force is working with the International Training Institute to increase the perception—among students, parents, counselors, and career changers—that sheet metal is a desirable profession.

Further, ongoing efforts are identifying ways to effectively motivate, supervise, and retain those who will be the backbone of the industry for years to come.

Take note that while the Task Force has its eye on the future, its feet are firmly planted in the present, making labor-management cooperation count when it matters. ■

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To get the latest information about *Partners in Progress* and the SMACNA-SMWIA Joint Market Expansion Task Force, visit [pinp.org](http://pinp.org).



## Will We Make It?

SMWIA and SMACNA recently distributed *Survival of the Fittest*, a complimentary poster featuring 50 practical and light-hearted tips on the skills, attitudes, and behaviors required for success on the job site and life. (See page 4.)

Renowned construction industry strategist Mark Breslin created the poster and agreed to allow SMACNA and SMWIA to add their logos, plus the combined Expertise logo. Breslin's message is that the future of union construction is within the hands of each tradesperson on the job site and each signatory contractor.

"I believe that market forces today are making business decisions based on negative worker stereotypes that...persist as obstacles in marketing, organizing, and public relations," Breslin says. "The time has come to address these issues in a proactive and noncompromising manner..."

A letter signed by SMWIA General President Michael J. Sullivan and SMACNA President Ronald J. Palmerick accompanied the poster. It encouraged Local unions, SMACNA chapters, and contractors to display the poster and "step up and lead" by attending the 2008 Partners in Progress Conference.

Breslin and a host of industry experts will be speaking at the conference—April 3-5 in Las Vegas—about how to face the challenges and create the proper solutions for union sheet metal construction.

For additional information, see the brochure included in this issue or visit [pinp.org](http://pinp.org).

# MEMBERMessage

## Why Make the Trip to Vegas?

Time is short, margins are low, and there's work to do. What's the value in traveling to Las Vegas for the Partners in Progress Conference?

It's all about facing challenges—from market share erosion to finding and retaining manpower—and finding solutions, solutions that can grow market share in 2008 and beyond.



Our challenges are not minor, nor are they easily solved. Our respective associations can only do so much at the national level. The real work needs to be done jointly in the trenches, and there's a lot of work to be done.

At the core, too few of us realize—or embrace the idea—that establishing and building solid partnerships between labor

and management is a vital step in the right direction.

Truth be told, non-union forces continue to get leaner and stronger as we continue to be bogged down with outdated and costly work practices. If we do not form solid partnerships at the local level—and meet a Code of Excellence for both management and labor, we will ALL fail.

That's where the Partners in Progress Conference provides some solutions. For those SMACNA-members and SMWIA Locals who are stepping up, the conference will highlight the best practices that will allow their success to be replicated in other areas.

Further, the conference will help us do as featured speaker Mark Breslin says: Stand up and lead. Breslin's Alpha Dog message is a real wake-up call that will motivate and keep you on the edge of your seat. Breslin will also play a pivotal role in our regional breakouts to help both management and labor leaders take home practical solutions and action items.

A Future Leaders Session, moderated by Robert Wendover, managing director of the Center for Generational Studies, will feature a panel of apprentice contestants, business managers, and contractors. Hear what's on the minds of these new, up-and-coming sheet metal workers. Their concerns may surprise you.

Wendover will also explore ideas and innovative recruitment methods to attract new people to the industry. He'll offer guidance to help you provide the direction, structure, and stimulation to get the best out of your millennial workforce.

That's not all. Other topics will include Bidding Green to enter new markets, Partnering to Improve Workers' Compensation Practices, and Using Skill Certifications to Gain a Competitive Edge.

Adding value underlies everything at the Partners in Progress Conference. All sheet metal contractors, local union leadership, training coordinators, and SMACNA chapter executives who care about finding success now and in the future should go out of their way to attend on April 3-5. Register TODAY at [www.pinp.org/conf08](http://www.pinp.org/conf08).

Sincerely,

*Michael J. Sullivan*

Michael J. Sullivan,  
SMWIA President

*Ron Palmerick*

Ron Palmerick,  
SMACNA President

# Partners **IN** PROGRESS

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