DRIVING CHANGE
CREATING OPPORTUNITIES
REGIONAL ACTION PLANS
BEST PRACTICE REPORT
ACTION PLAN DEVELOPMENT

• LABOR MANAGEMENT ACTION TEAMS
• SIX REGIONS WORK PRODUCT
• EACH SUGGESTED AS A TEMPLATE FOR ACTION
• GREAT IDEAS FOR:
  – INNOVATION
  – GROWTH
  – LEADERSHIP
INSTRUCTION ON TECHNOLOGY

• BREAK DOWN MEMBER RESISTANCE TO TECHNOLOGY & TRAINING
• MANDATORY TECHNOLOGY UPGRADE TRAINING FOR JOURNEYMEN (ONLINE IS OK)
• MANDATORY COMPUTER PROFICIENCY & COMPUTER LABS
• START TECHNOLOGY ELECTIVES EARLIER IN APPRENTICESHIP
INSTRUCTION ON TECHNOLOGY

• BECOME THE BIM LEADER IN THE BUILDING TRADES AND INDUSTRY
• BECOME LEED CERTIFICATION LEADER IN INDUSTRY
• LEVERAGE ENERGY AUDITING, TABB, REF. PHASE OUT, R-22 AND SIMILAR TO GROW NEW MARKETS
• START SMACNA - JATC STEERING TEAM (INCLUDING APPRENTICES) FOR NEW MARKETS
INSTRUCTION ON TECHNOLOGY

• TECHNOLOGY ANNUAL NEEDS ASSESSMENT
  – TEAM APPROACH: CONTRACTORS, JATCS AND TECH SAVVY APPRENTICES

• TECHNOLOGY PLAY A BIGGER PART IN THE APPRENTICE CONTEST
INSTRUCTION ON TECHNOLOGY

• OUTSOURCE TRAINING
  – TO REDUCE INTERNAL LEARNING CURVE,
  – TO IMPROVE TIME AND MKT RESPONSE (I.E. EUROPE, JR. COLLEGES, TECHNOLOGY VENDORS PROFESSIONAL TRAINERS, & SIMILAR)

• IDENTIFY CERTAIN JATC’S AS NATIONAL BEST PRACTICE CENTERS FOR SPECIALIZED TRAINING
TECH ACTION PLAN SUMMARY

- BECOME THE MOST TECHNOLOGICALLY ADVANCED TEAM IN THE TRADES
- LEVERAGE THIS TO PROACTIVELY ATTACK MARKET OPPORTUNITIES
- MARKET THE CAREER AS A TECH & CONSTRUCTION EDUCATION
- USE A TEAM EFFORT TO SCAN FOR NEW OPS AND NEW MARKETS
ATTRACTING HIGH QUALITY TALENT & ADDING NEW MEMBERS
HIGH QUALITY TALENT

• MAJOR NUMBER ONE INITIATIVE: PROVIDE COLLEGE CREDIT TO EVERY SMWIA APPRENTICE IN THE US AND CANADA.

• WHY?
  – CHANGES INDUSTRY IMAGE & REMOVES OBSTACLES
  – CHANGES SELF IMAGE OF INDIVIDUAL
  – DUAL TRACK = ADDED VALUE
  – FOUNDATION FOR LEADERSHIP AND ENTREPRENEUR ROLES
HIGH QUALITY TALENT

• CHANGE THE STORY FROM A GOOD JOB WITH GOOD WAGE TO UNLIMITED CAREER ADVANCEMENT.

• FOCUS ON SOURCES THAT INCREASE LIKELY SUCCESS: TECH SCHOOLS, JR. COLLEGES AND CAREER TRANSITIONS

• USE TECHNOLOGY EDUCATION AS HOOK
HIGH QUALITY TALENT

• OPEN HOUSE AT UNION HALLS
  – CAREER NIGHT
  – COMMUNITY RESOURCE / GATHERING SPOT
  – EXPOSE EDUCATORS, COMMUNITY LEADERS AND PARENTS

• STRIP FOREMEN & LEAD MEN FROM COMPETITION
  – JOINT JOB FAIR MODEL

- MILITARY SOURCES
HIGH QUALITY TALENT

- SMWIA – SMACNA – JATC BEST PRACTICES IN INTERVIEWING AND SCREENING
  - POLICE
  - FIRE
  - MAJOR CORPORATIONS

- CONSIDER APTITUDE, ATTITUDE OR OTHER PROVEN TESTING
HIGH QUALITY TALENT

- ADAPT TO GEN Y: FACEBOOK & SOCIAL MEDIA
- YOU TUBE?
  - OSAN AIRBASE: 8000 VIEWS
  - SM DUCT INSTALLERS: 14000 VIEWS
  - ROY THE SHEET METAL WORKER: 2600 VIEWS
  - 3D HVAC: 5750

- YOUR SITE, TRAINING CENTER, COMPANY LINK TO THE BEST DAMN VIDEO WE CAN MAKE (NOW!)
QUALITY TALENT ACTION SUMMARY

• IT’S NOT ABOUT ATTRACTING MORE APPLICANTS – IT’S ABOUT FIND THE FEW WE REALLY WANT.
• TO GET THEM WE HAVE TO INCENTIVIZE THE CAREER (COLLEGE, TECH, ADVANCEMENT)
• TO GET THEM WE HAVE TO TELL A DIFFERENT STORY IN PERSON, ON MEDIA, ON-LINE
• TO INVEST IN THEM WE HAVE TO BE SKILLED, DISCIPLINED AND METHODICAL SCREENERS
LEADERSHIP DEVELOPMENT

• EVERY APPRENTICE CLASS IN THE US AND CANADA HAS A LEADERSHIP AWARD
• TEACH CREWS NOT CLASSES
• ESTABLISH “THE ROAD MAP TO SUPERVISION” SO THEY UNDERSTAND WHAT CONTRACTORS NEED AND WANT
LEADERSHIP DEVELOPMENT

• FOREMAN TRAINING IN APPRENTICESHIP
• ADD BUSINESS COURSES FOR SENDING (AND PAYING FOR) FOREMEN TRACK AT JR. COLLEGES
• CASE STUDY: WARREN BUFFET & COMMUNICATIONS
COMPETITION STRATEGIES
COMPETITION: RATIOS

• TWO VIEWPOINTS BASED ON GEOGRAPHY AND VIEWPOINT

PRO VS CON
COMPETITION: RATIOS

• RATIOS: WHY NOT CHANGE?
  – CONCERNS ABOUT DISPLACEMENT
  – CONCERNS ABOUT SAFETY (APPRENTICE COMMENT)
  – DOES NOT APPLY TO CURRENT MARKETS
  – NOT SURE IF IT WILL BE USED FAIRLY AS A GROWTH TOOL OR A PROFIT TOOL
  – MAY ONLY BE GOOD FOR CERTAIN TARGETS NOT ALL WORK
COMPETITION: RATIOS

- RATIOS: THE PROS TO USING TO COMPETE
  - REDUCES CREW COSTS NOT WAGE & FRINGE
  - REDUCED RISK FOR CONTRACTORS GOING INTO NEW MARKETS
  - HELPS RETAIN APPRENTICES WHEN WE NEED THEM MOST
  - SELF REGULATES BASED ON PRODUCTION & QUALITY (STACKING IS STUPID)
RATIOS: SUMMARY

• MUST BE USED AS A GROWTH TOOL IF THEY ARE TO RECEIVE SUPPORT
• MUST VISIBLY SHOW RESULTS: HOURS
• MUST BE MANAGED POLITICALLY (CONTRACTORS NO F—ING AROUND)
• ALWAYS BEING EVALUATED
COMPETITION: MATERIAL HANDLER
AGAIN PRO / CON

• PRO
  – OTHER CRAFTS GOING TO DO WORK
  – EVENS OUT CREW COSTS
  – POSITION DOES NOT WARRANT TOP DOLLAR

• CON
  – LIMITED CAREER ADVANCEMENT
  – POTENTIAL MISUSE
COMPETITION STRATEGIES

• CREATION OF NEW MARKET DRIVEN CONTRACTS: PRICE MATTERS
• CONTRACTORS HAVE TO MANAGE TIERED MARKET DRIVEN COMPENSATION
• CONSISTENT & EFFECTIVE COMMUNICATION TO WORKERS ABOUT CHANGE INTENT AND OPPORTUNITIES (DON’T LEAVE UNION HANGING)
• CONTRACTORS MUST EMBRACE RESOLUTION 78
COMPETITION STRATEGIES

• STRATEGY: “LET'S TRY TO CONTROL OUR ENVIRONMENT”
  – PLAS
  – ORGANIZE THE NON UNION
  – USE TARGETING FUNDS
  – LOBBY TO CONTROL THE CODES & CERTIFICATIONS
COMPETITION STRATEGIES

• STRATEGY: WHATEVER IT TAKES:
  – FLEXIBLE WORK RULES
  – NEW CLASSIFICATIONS WHERE AND WHEN NEEDED
  – CREATE NEW RESIDENTIAL, COMMERCIAL OR RELATED RATES OR LOCALS
  – GROWTH AT ANY COST (FOR NOW)
COMPETITION STRATEGIES

• CODE OF EXCELLENCE
  – MANDATORY IMPLEMENTATION
  – MANDATORY TRAINING IN APPRENTICESHIP
  – BRESLIN SURVIVAL OF FITTEST MATERIAL AS FOUNDATION (THANKS FOR THE PLUG)
  – CONTRACTORS MUST USE IT (AND STOP COMPLAINING IF THEY DON’T)
  – COULD IT BECOME PART OF SMWIA CONSTITUTION?
LABOR MANAGEMENT COOPERATION
LABOR - MANAGEMENT

IT’S ALL ABOUT

TRUST
LABOR-MANAGEMENT

• BURY THE PAST IN SERVICE OF NOW
• COMMUNICATION: OPEN AND HONEST
• LISTENING AND LEARNING: DON’T ASSUME YOU KNOW WHAT THE OTHER GUY IS FACING, THINKING OR SUGGESTING
• EMPATHY = UNDERSTANDING
LABOR – MANAGEMENT

- SMACNA & SMWIA & ITI: TEACH STRATEGIC PLANNING
  - FOR THE THREE OR FOUR YEARS IN BETWEEN
  - TO PROVIDE FOCUS AND MOMENTUM
- MARKETING: HIGHLY TARGETED, NOT SHOTGUN
  - G.C., OWNERS AND END USERS
  - PROVIDE NATIONAL TEMPLATES OR ONLINE MARKETING REPOSITORY (DON’T RE-INVENT THE WHEEL)
LABOR - MANAGEMENT

• CASUAL MEETINGS (GIVE A BRO A HUG)
  – NOT BUSINESS
  – NOT AGENDA DRIVEN
  – 100% RELATIONSHIP FOCUSED
  – GET AWAY FROM WHAT SEPERATES US
  – BEER HELPS (JUST MY OPINION)
LABOR - MANAGEMENT

- CREATE MULTIPLE FORUMS FOR ALL STAKEHOLDERS TO MEET INFORMALLY AT LEAST 4 X PER YEAR.
- CONTRACTORS STEP UP ACTIVELY ON PLAS
- POLITICAL COOPERATION = WORK
- FORMALIZE A L-M COOPERATION TRUST (WITH YOUR STRATEGIC PLAN TO STAY ON TRACK)
LABOR - MANAGEMENT

• ADD IN OUR “THIRD PARTNER” TO ENGAGE
  – CONTRACTORS AT UNION MEETINGS
  – MORE ENGAGEMENT AT THE JATC
  – CONTRACTORS IMPLEMENT JOBSITE MEETINGS
  – REGULAR AND RELEVANT COMPANY MEETINGS

• MAKE SURE OUR COOPERATION SHOWS TO THE WORKERS IN THE FIELD. WE SURVIVE OR NOT TOGETHER
LABOR – MANAGEMENT SUMMARY

- RELATIONSHIPS CREATE TRUST
- TRUST CREATES COMMITMENT
- COMMITMENT ALLOWS RISK
- RISK IS REQUIRED FOR REWARDS
- REWARDS MUST BE SHARED & CELEBRATED
- RELATIONSHIPS AND TRUST ARE # 1 PRIORITY
TAKING IT HOME

• 20-60-20 LEADERSHIP CHALLENGE
• WHAT IS THE ONE THING YOU WILL DO?
• THE TALENT, DRIVE AND POWER ARE IN THIS ROOM TO CHANGE AN INDUSTRY

• ARE YOU COMMITTED TO DRIVE CHANGE & CREATE OPPORTUNITY?
COURAGEOUS LEADERS
DO THE HARD THINGS
HONOR. CONVICTION. COMMITMENT
DRIVING CHANGE
CREATING OPPORTUNITIES
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