NATHAN DILLS
Owner & President
ACP Sheet Metal Co., Inc.

MARC NORBERG
Assistant to the General President
50/50 RAFFLE

WE RAISED $3,416 FOR EACH CHARITY
HELMETS TO HARDHATS AND UNIDOS POR PUERTO RICO
THANK YOU TO

for your collaboration in the design and build of the General Session set

Metalfab Inc

SMART LOCAL 15
WHERE DO WE GO AND HOW DO WE GET THERE?
WHERE DO WE GO AND HOW DO WE GET THERE?

GOOD LUCK
4 THEMES

- Manpower
- Market Recovery/Retention
- Communication
- Technology
MANPOWER HIGHLIGHTS/ISSUES

MIDWEST

- Choose Bigger campaign
- Mandatory Journeyperson Upgrade Training
- Non standard recruiting (i.e. women, minorities)
- Skill training (safety, etc.)
- Member Assistance Programs (MAP)
Welding, TABB, Architectural
Recruiting Advertising
Organizing from non-union
Community colleges & VoTech schools
Job Corps
Social Media Advertising
Find a way to appeal to Millennials/Gen Z
Had some locals with shortages and some with full employment or declining work
- Some with specific shortages (kitchen equipment)
- Applicant pool is “not what it used to be”

Need leadership skills

Other trades inability to man work impacting us

Organizing from non-union

Social Media Advertising
- Geo Fencing and other social media

Find a way to appeal to Millennials/Gen Z
Charter High Schools teaching mechanical trades

If you bring in young people, have to have work to keep them employed

Pre Apprenticeship in high schools

Merit Badges—Metal Works badges
- 6 month waiting list and people from VA flying in

Other trades inability to man work impacting us
Shining Star programs to identify welders, draftspeople, layout. Joint effort with Labor/Management to identify “Stars”

Journeyperson upgrade needed

Promoting members with skillset when possible

Shining Star programs to identify welders, draftspeople, layout. Joint effort with Labor/Management to identify “Stars”

Boston-Relationship with VoTech schools

Recruiting non-union

Local 28-using market recovery $$ to bring in light commercial - advance to apprenticeship

MANPOWER HIGHLIGHTS/ISSUES

EAST
MANPOWER HIGHLIGHTS/ISSUES

OTHER PRESENTATIONS

- Get the right people in the right seats on the bus
- Referral programs/incentives
- Develop plan to retain key people and know costs of turnover
- Don’t utilize same ‘ol recruiting techniques
- Utilize Helmets to Hardhats, SMART Heroes program or other recruiting tools out there
Needed succession planning
- Customers like stability

Never take a customer for granted

MAP’s
<table>
<thead>
<tr>
<th>Houston has lost medical facility market share to non union</th>
</tr>
</thead>
<tbody>
<tr>
<td>No one in the room said market share had grown in last 10 years</td>
</tr>
<tr>
<td>- Pricing</td>
</tr>
<tr>
<td>- Non union</td>
</tr>
<tr>
<td>- Loss of contractors</td>
</tr>
<tr>
<td>Few areas had market recovery funds</td>
</tr>
<tr>
<td>I want SMART program (PHX)</td>
</tr>
</tbody>
</table>
Service Programs (PHX)

Residential Agreements (NM)

Creative uses of resolution 78

Light Commercial Agreements
| Local 21 trying to get into residential market - ITI came into help |
| ITI business training |
| Local 22 - statewide light commercial program/agreement |
| Find a way to have “sheet metal” be in top results of employment searches |
| Rotating apprentices when laid off |
| Allowing apprentices to travel |
Conduct regular LMCC meetings

Partnership requires open, honest and regular communication

Local 10 - All trades Labor/Management meetings to strategize
Direct (face to face) communication is KEY

Constant communication

Labor/Management Retreat

Find/Identify projects/issues that Labor/Management can work on together
Regular LMCC Meetings
- Formal agendas
- Monthly or quarterly
- Open line of communication at these meetings

DON’T wait for negotiations to get together

Good communication requires
- Being in same room
- Choose a topic and be focused
- Leave personalities/chips at the door
- Let past be past
Better communication would cut down on grievances
Resolve jurisdictional issues
No longer can we communicate the way we do naturally. We must communicate with strategy and intent to drive collaboration and understanding.

Know the generational differences and how their leadership and communication styles differ.

Discover the differences in personality types and tools to effectively assess and bridge this knowledge gap.
Use of technology to do time cards, cut sheets, etc.

Pre-fabrication

BIM/CAD is now the norm, no longer a differentiator between us and non-union
Better communication would cut down on grievances

Resolve jurisdictional issues
Streamlines and makes things quicker

Has become an equalizer
- Allows non union to compete at our level

Refocuses skills

Virtual welders, VR, etc.

Changes so fast, hard to keep up and cost of purchasing
Understand LEAN and LEAN principles

Importance of modularization and pre-fab
TAKE AWAYS

• Omnia mutantur nos et mutantur in illis
• Be prepared for new processes, structures, protocols (Team of Teams)
• If you’re not at the table you’ll be on the menu
• We’re in this together
• This is a great industry to be participate in
TAKE AWAYS

- Embrace Change
  - It takes both Labor and Management
  - If we don’t shape our futures, it will get shaped for us

- When contractors and locals get along and have a healthy relationship, both are SUCCESSFUL

- Secret of getting ahead is getting started
TAKE AWAYS

COMMUNICATE
• Honest and frequent communication

COMMIT
• Commit to taking one thing and working on it
• Don’t let momentum stop here

DELIVER
• Our Customers deserve and demand it