

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

- ITS NOT ABOUT ATTRACTING MORE APPLICANTS – ITS 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 METHODOICAL SCREENERS



LEADERSHIP DEVELOPMENT



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: “LETS 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 SMVIA 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

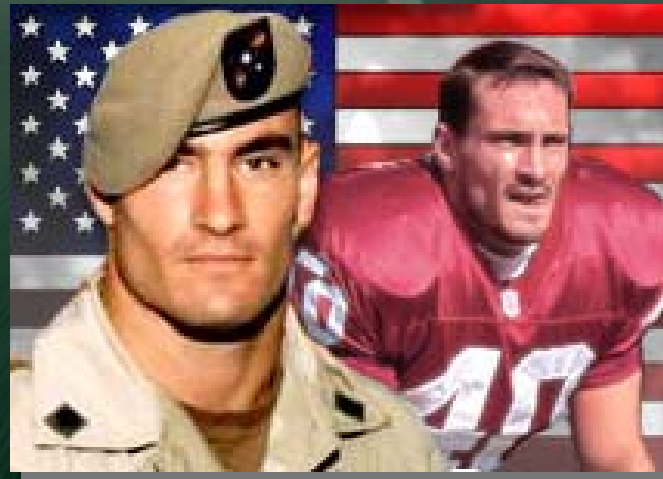
- 20-60-20 LEADERSHIP CHALLENGE
- WHAT IS THE ONE THING YOU WILL DO?
- THE TALENT, DRIVE AND POWER ARE IN THIS ROOM TO CHANGE AN INDUSTRY

- ARE YOU COMMITTED TO DRIVE CHANGE & CREATE OPPORTUNITY?



COURAGEOUS LEADERS DO THE HARD THINGS

HONOR. CONVICTION. COMMITMENT



WWW.BRESLIN.BIZ



DRIVING CHANGE CREATING OPPORTUNITIES

2010 PARTNERS IN PROGRESS CONFERENCE

