

News from the MBCEA  
Free and worth every penny!



## MBCEA News & Updates - Aug '15

### Message from the President

By now you should have received your August issue of [Metal Construction News](#). You may notice a common theme in Paul Deffenbaugh's Editor's Comments on pg 3, George Hedley's article on page 9 and my article on page 8 - sound business advice all! There are also a lot of great articles within this newsletter! I know summer is a busy time - but I urge you to read it through. There is a lot going on and we want you to stay current.



First, have you booked for Metalcon yet? There are links below for free passes, please use them. Click [here](#) for a link to stay connected. Let Sasha know you are coming so she can put you to work for a few minutes manning the MBCEA booth. This is a great show!

It is time to consider our Board leadership for the next two years. Just so everyone understands, our Board has three parts. The Executive team does the heavy lifting. For 2016, this includes President Mike Reynolds, Officers Andy Huber and Steve Olson and yours truly: (soon to be) Immediate Past President Gary T. Smith. Josh Quinter, Sasha Graver and Jackie Meiluta provide much needed support and advice. The other two legs are equally important. Each Chapter President is a member of the National Board. This gives a much needed voice to the local chapters in our overall strategic direction. Rounding out the Board are our At-Large Members. Current at-large Directors include Tim Seyler, Steve Webster, Tim Clark, Kelly Burk and Wes Young. To view this as an organizational chart, [click here](#).

We have openings for 5 new Directors. Detailed below, in no particular order are brief overviews of 9 prospective candidates. Each of these fine gentleman has expressed an interest to serve. As you know we are a volunteer Board. We meet face-to-face twice/year and as needed via teleconference. Board membership is a big responsibility. The Board is responsible for the strategic direction of the organization and for ensuring membership remains a valuable asset to our members. Each of these candidates has their own unique skills and attributes. Next month you will be asked to vote for only five. The 5 with the most votes will join our Board for a two year term beginning in January. Whomever we elect, I am sure Mike will have a strong team!

As we continue to roll-out AC478, we will continue to provide updates in this newsletter. As you read through the material below and consider whether you are ready to apply, please know that we are here to support you. Let us know what you need and we will do our best to help.

I look forward to seeing many of you at Metalcon.

Regards,

Gary T. Smith  
President, MBCEA  
[gtsmith@thomasphoenix.com](mailto:gtsmith@thomasphoenix.com)

PS California members - the San Joaquin Valley Chapter kick-off meeting is scheduled for September 22.

PPS It's not too late to throw your hat on the ring. Contact Sasha ASAP if you are interested in a seat on the Board. Also, nominees, I expect to see a campaign equally as interesting as the current GOP Presidential nominees.

## Welcome New Members

### **J H Construction**

James Hochstetler  
7165 W 650 N  
Shipshewana, IN 46565  
260-768-7996  
[Jhskyline5@gmail.com](mailto:Jhskyline5@gmail.com)

## Meet the Candidates

*(click each picture to view their company website)*

### **Jeff Chastain - President, Silvercote**

Prior to becoming President of Silvercote, Jeff was the Vice President & General Manager of Guardian Insulation and was responsible for both the Fiberglass and Lamination business units. He previously held various positions at James Hardie Building Products, Inc. and Contech Construction Products. He received a Bachelor of Science degree in Civil Engineering from Virginia Tech University. Jeff and his wife, Lindsay, have twin daughters and live in Greenville, SC.



"The MBCEA Accreditation is an important, almost critical, need for our industry. We are in full support and look to bring our resources, our creativity and our passion."

### **Andy Lee - Product and Key Account Manager, SFS intec**

Andy has over 24 years in the fastener and tool industry performing sales, marketing and product management functions



for commercial construction. Experiences include territory manager, Tekes® product manager, regional sales manager, key and national account management.

Keys to success include a high level of market back focus to introduce existing products to contractors and investigate solutions to pain points at the job site level to innovate new products for the construction industry.

**Scott Douglas - National Director of Sales, PowerLift Doors**

Scott's career specialty is expanding profitable sales and manufacturing organizations across North America and overseas. Under Scott's oversight since 2013, his company has expanded from 15 to 32 PowerLift sales and manufacturing locations across North America. Prior to Powerlift Doors, as Sales Manager with Morton Buildings sales expanded by over 70% in 4 years. He was also the Founder and Sales Manager of New Direction Equipment Company from 1983-2005.



"I love helping organizations and individuals raise their performance to new levels."



**Steve Moore - President, MMS Northeast, Inc.**

Steve has been a Metal Building erector since 1995 and a supply and erect contractor since 2000. His company specializes in difficult and high-profile projects. Steve was a member of Technical Committee for Accreditation Program with MBCEA. He is an US DOL approved sponsor of Apprenticeship for Metal Building Assemblers. He was a Top 100 Metal Building Contractor in 2012, 2013 and 2014.

"I'm very compassionate about our industry and concerned about where the next generation of qualified metal building assemblers and erectors are going to come from. Job site safety and training are key aspects of where I feel I could help MBCEA."

**Jim Place - Sales Manager, Therm-All**

Jim has spent over thirty-six years in the metal building industry, more than twenty of them with Therm-All, Inc. He has been the Northeast Regional Sales Manager since May 1994. Jim is also Therm-All's Elaminator System Manager and he heads up a committee within Therm-All tasked with development of new systems to more efficiently install High-R insulation systems.

Jim is a board member of the Mid-Atlantic Chapter of MBCEA and serves as Treasurer of that chapter.



**Art Hance - President, Hance Construction**

Art has held industry leadership positions throughout his 30-year career and served as President of the Mid-Atlantic Chapter of the Metal Building Contractors & Erectors Association (MBCEA) where he continues on the Board. He formed Hance Construction in 2000. He has



been a leader in green design and co-authored a CES course for architects and engineers specifically on the sustainable design of pre-engineered buildings. In addition to numerous industry specific training programs, Art has also completed a certification program in Project Management, is a Certified Construction Sub-Code Official through BOCA International, is OSHA 30 certified and has numerous training certifications and memberships through Butler and other construction organizations.

**John Iveson - District Sales Manager, Package Steel**

**Systems, Inc.**

John is an exceptional Sales Leader with career-long success in business development, account optimization, and design build expertise. He is a dynamic, people-focused, and driven sales professional with over 30 years of achievement in Building Component sales, marketing, installation and management. He is known as a competitive go-getter with superlative follow-through skills. He currently serves as Treasurer for the New England Chapter of the MBCEA



**Greg Soelter - Owner/Manager, GBS Enterprises**



After spending 30+ years in the John Deere business and selling buildings as a sideline, Greg sold his interest in his JD dealerships in 2005 and began to devote his full attention to selling Behlen steel buildings. While well known throughout Kansas and into OK and TX as someone who provides quality service as well as a quality product, Greg works with customers across the country as well, with projects clear into Oregon. Greg currently serves as a member of the Behlen Dealer Council who work to try to address any issues within the company and find ways to provide better, more quality service and product.

Customer service has always been a passion of Greg's and being a general contractor has not changed that.

## METALCON

**Experience the Excitement of Metal**

**OCTOBER 14-16, 2015**

**TAMPA CONVENTION CENTER**

Get ready to learn, network, do business and participate in the largest international event dedicated uniquely to metal in construction.



This is your chance to discover the latest innovative products and services in the metal construction industry on a show floor that will be buzzing with action. Get charged in the peer-to-peer education sessions, featuring speakers that will provide practical, tangible and precise takeaways to help you solve your business problems.

Plan on visiting MBCEA leadership at the MBCEA booth; bring a colleague to our demonstration area and attend our two classes. A powerful 3 days well spent! The MBCEA will offer two special classes:

**SP8: Intro to IAS Accreditation for Assemblers, Metal Building Systems****Thursday, October 15, 2015: 8:30 AM - 10:00 AM*****Gary T. Smith, President of the MBCEA***

In this introduction to AC478, the new IAS Accreditation Program for Assemblers, Metal Building Systems, Gary covers how this MBCEA-crafted standard helps recognize Metal Building System Assemblers that are committed to excellence. This new independent accreditation program, approved by the IAS on 2/9/15, differentiates those contractors and erectors who are committed to safety, training and education that perform at a higher level. The session will explore why the standard is necessary, how it came to be and what it means for the metal building industry. If you are a contractor or erector of Metal Building Systems, you need to know about this industry game changer. This is your opportunity to hear about it firsthand from a leading expert in the field. Gary championed the accreditation program for Metal Building Assembly and pioneered the new category of apprenticeship for Metal Building Construction.

**SP9: AC478 Workshop****Friday, October 16, 2015: 8:30 AM - 10:00 AM*****Jackie Meiluta, MBCEA and Sandi McCracken, IAS***

Metal building assemblers maintaining an IAS AC478 accredited inspection program are the preferred choice of metal building manufacturers. But how does an assembler get accredited? This hands on workshop will show you how and take you through the steps to become accredited. Jackie and Sandi will review the criteria for accreditation and explain the inspection process in great detail. If you are a contractor or erector of metal building systems considering pursuing this standard, you should be at this session. It will give you what you need to gain recognition and stay ahead of your competition.

## Step-by-Step to AC478

So you have a documented management system, you are a well-run Assembler committed to safety, training and education. Your procedures include the following:

- site-specific project plans
- daily jobsite checklists
- JSA's (Job Safety Analysis)
- Site layout plan
- Quality control plan
- narratives regarding the erection plan
- standards and documentation regarding the qualifications of personnel

Well, guess what? You are ready to seek Accreditation! The first thing you need to do is contract with an accredited Inspection Agency. Look to the IAS web-site for a list of companies. This contract is between you and the agency; it is completely independent of the MBCEA. Expect to pay an annual fee (approx. \$1000) and a site inspection fee (approx. \$1200). The agency you select will verify your management system meets the AC478 standard and will ultimately attest to the IAS that your company is ready. They will prepare a cross reference matrix with you and sign a

letter of sufficient compliance (a statement similar to this: *I \_\_\_\_\_, have reviewed the XYZ Company Management System with respect to IAS AC478 and attest that it is sufficient to allow scheduling of an on-site joint assessment with IAS. I also confirm that the current cross-reference matrix addresses the general requirements of AC478.*)

After your accredited Inspection Agency and you are comfortable that you are ready, you need to formally apply to the IAS. The application form is available on-line. You will send your completed application, documented management system, cross reference matrix and letter of sufficient compliance, along with the applicable fee to the IAS. Fees have been structured based on number of field personnel. If you regularly have fewer than 16 guys in the field you will pay one rate, 17-32 is a slightly higher rate and greater than 32 is slightly more. The current structure assumes a full on site assessment in Years 1, 2, 4, 6, 8, etc. This rate is higher due to the travel involved for an on-site inspection. You should budget to spend about \$4000, this rate will depend on the number of fieldworkers you typically have. After the first two years, the IAS will only conduct a desk assessment - meaning they will review you paperwork only; they will not come on-site. As a result, the fee for years 3,5, 7, etc. is less; budget no more than \$2000.

After the IAS has received and reviewed your application, they will issue a file number and assign an assessor to ensure sufficient documentation is present. You may be contacted for clarification of your documented management system, if necessary. The IAS will then agree a date for the on-site assessment.

At the meeting, an Assessor will verify objective evidence that the plans you submitted have been effectively implemented (see article below on embracing your management system). Additionally, IAS assessors will observe the inspection agency and their method of determining compliance of your procedures and the implementation of, in regard to the requirements of AC478.

At the end of the meeting you will be given a report of their findings. You may need to improve a few areas or present more evidence. Ultimately, an accreditation certificate will be issued to you and posted on the IAS website. Then, and only then, can you declare that you are an Accredited Assembler of Metal Building Systems. You can begin to market yourself as having achieved this designation and can bid jobs that require this.

If you have any questions or require any additional information do not hesitate to contact Jackie Meiluta or visit the members only area of the MBCEA website.

[Link to Additional Resource](#)

## Embrace the Management System

At the heart of the accreditation program is a management system. This is a formal description of how things are done and how they are managed *at your company*. It is worth stressing that whether or not you know it; whether or not it is documented; you have a management system. You are successfully running your business every day. Somehow people know what to do (and do it) without having to refer to forms, checklists or written procedures.

So you may ask, if we already have a system, why do we need to bother to document it? There are many reasons but the simplest is **to make sure you are doing what you think you are doing**. Too often, there is a disconnect between what the boss thinks is happening and what is actually happening. All too often,

management assumes everyone is on the same page while in the proverbial trenches, the reality is quite different.

A well-documented management system is a means to achieve business objectives. It is a tool to communicate knowledge, to demonstrate compliance, and to establish 'best practice.' It is not something to be feared; it is something to be embraced. Done properly, it will:

- provide a level of consistency for your team.
- describe how things are done and how they are managed.
- increase understanding of current operations and the likely impact of change.
- ensure consistency, set priorities, and change behavior.

Research has proven that documented management systems are good for the bottom-line. They are much more valuable a ROI than any investment of time incurred. Companies that have a documented management system have higher rates of corporate survival, sales *and* profits. Research also strongly suggests that small businesses that implement a documented management system achieve proportionally more benefits than larger organizations.

I have written a management system that for all intents and purposes complies with the AC 478 criteria. [This is a generic MBCEA document.](#) It is in the "members only area" of the MBCEA website. You need to tailor and tweak it to your business. Whether or not you intend to pursue AC478 Accreditation, I encourage you to consider implementing your version of this powerful tool.

A few more thoughts: I cannot emphasize enough that this is not a book that sits on the shelf; it needs to be intrinsic in your everyday operation. In other words, **if you say you do something - do it.** Employees have an uncanny ability to know what is important and what is not. If you expect them to complete checklists or do Tool Box Talks but never verify that they are doing them, human nature suggests, over time the standard will lag. Your foreman will get lazy, skip a few, then a few more and when you fail to notice, will eventually stop all together.

If your management system says you always create an erection bracing plan, make a point of asking to review the plan with the foreman when you visit the job site. If your management system says your foreman completes several daily checklists and reports, make sure you are allocating enough time for him to complete these reports. Make sure you are paying him for this time. (Hint: if you value it, so will he.) Also make sure that he has the necessary tools to do his reports, whether it be a smart phone, laptop or simple clipboard, pad and paper.

If you say there is a first aid kit in every truck, make sure you allocate funds to keep the kits stocked and current. From time to time, verify that they are there.

If your management system says you do annual performance reviews, there should be evidence in your employee files of annual performance reviews. If you have no intention of doing them; don't say that you do! Let me repeat that - If you have no intention of doing something; don't say that you do. You do not have to adopt my management system lock, stock and barrel. Add or subtract items based on the way you do business. But keep in mind, anything you say you do, should be readily demonstrable to an inspector. For example, an inspector should be able to grab an employee file at random and see evidence of annual reviews. He should be able to grab, at random, a job file and see evidence of Tool Box Talks or Checklists, whatever you say you regularly do.

**Periodically take the time to evaluate the way you do things and fine tune accordingly.** Maybe your foreman report format hasn't changed in 10 years but your business has. The guys are now scribbling in the margins or marking certain sections "not applicable". At least once a year, take the time for a quick review of your processes, checklists and forms. Is *this* still working? Can we do *that* better? What's missing? What is needed? Just like you periodically check your equipment and perform routine maintenance, you need to do the same for your management system.

Last thought: **Version Control.** You need to treat your management system with the same level of version control that you afford blue prints. Don't have one revised set in the office and an old out-dated set in the field! Just as you have a maintenance log for your equipment, it stands to reason that you need a process to ensure everyone is working from the most current version of your management system. In other words, change is good but only if "everyone is singing from the same hymnal!"

If you have any questions or require any additional information, refer to the Members Only area of the website or contact me directly at [jmeiluta@comcast.net](mailto:jmeiluta@comcast.net).

Sincerely,  
Jackie Meiluta

## The Value of Checklists

Let's start with the premise that you're fantastic. In fact, you're well-trained, experienced and routinely exhibit good judgment. So, do you need a checklist?



Ask a pilot or a surgeon. Surgeon Atul Gawande did exactly that and learned some interesting - and sobering - things. In [a recent interview](#), he discussed his latest book, [The Checklist Manifesto: How to Get Things Right](#), which recounts his exploration of the value of checklists. Time and again, he found that checklists were an effective antidote to ignorance, uncertainty and complexity. He and his team developed a two-minute checklist that covered some basics for surgery (*e.g.*, do we have enough blood and antibiotics?), as well as some basics for good teamwork (*e.g.*, does everyone in the Operating Room know the name of each person in the room?). They then tested these lists in eight different hospitals. The results were stunning. For example, when they took the time to make introductions, they had a 35% decline in deaths and complications related to surgery.

Creating checklists for routine procedures makes sense. They allow you to act quickly and confidently. Creating checklists for complex situations are even more important since these are precisely the times when you are most beset by uncertainty and may not even know what you don't know. In these cases, it's helpful to have a checklist that can help pin down facts and eliminate areas of concern.

After the trial period in eight hospitals, 80% of the surgeons involved said they would continue to use the checklist. Interestingly, 20% remained resistant. They believed that the checklists were a waste of time and didn't add value. However, when asked if you were having an operation, would you want your surgeon to use the checklist, 94% of those resisters said they would.

So why are professionals resistant to checklists? Atul Gawande thinks that this is because experts have a hard time admitting their own fallibility. There are also experts (be they lawyers or knowledge managers) who approach their work as "artists." Therefore, they believe their creative outflow cannot be reduced to a dry checklist. Finally, there are the thousands of us who race through our days just struggling to get things done. In the press of business, it is hard to take the time to stop and reflect on what works and what doesn't. It's harder still to take the time to document it. Tragically, when an error or accident happens, we are forced to stop and think about what went wrong. Under those circumstances, the analysis is charged, value-laden and painful for all concerned.

The members only area of the [MBCEA website](#) is chock full of checklists! The AC478 Technical Committee developed this [one](#) during criteria development. Feel free to use it.

## Conference 2016

**May 19-21, 2016**  
**Sheraton Sand Key Resort**  
**Clearwater Beach, FL**

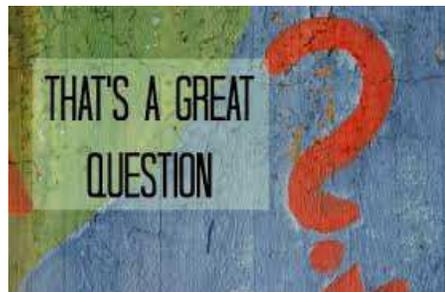
If you have an idea for an educational topic or are interested in speaking, please contact [Sasha](#) ASAP. Last year's format of Best Practice from our Members was a huge success. This is a great opportunity for you to share your knowledge with our membership.



## We want to hear from you!

The MBCEA is dedicated to the professional advancement of our members. We need to know what is important to you, what kinds of things you are interested in, what you need.

[Sasha Graver, Executive Director](#)  
[Gary T. Smith, President](#)  
[Mike Reynolds, President-elect](#)  
[Jackie Meiluta, Program Manager](#)



please connect with the MBCEA.

## Quote of the Day

**"The day soldiers stop bringing you their problems  
is the day you have stopped leading them."  
General Colin Powell**



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