



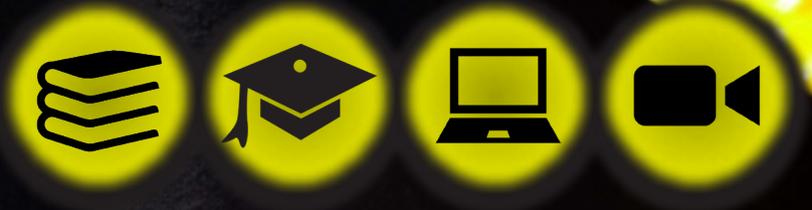
# **IMPACT'S MISSION:**

**To directly  
or indirectly put  
contractors and  
ironworkers  
to work.**

**Here's how we are successfully accomplishing our mission...**



# PROFESSIONAL DEVELOPMENT



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## **INSTRUCTOR-LED IRONWORKER CONTRACTOR UNIVERSITY COURSES**

Below is a list of instructor-led, live Ironworker Contractor University courses offered by IMPACT. To learn more, contact Dr. Cindy Menches at [cmenches@impact-net.org](mailto:cmenches@impact-net.org) or 800-545-4921 or visit the **IMPACT Events page:**

[https://impact-net.force.com/ImpactMemberCommunity/s/impact-eventsearch?language=en\\_US](https://impact-net.force.com/ImpactMemberCommunity/s/impact-eventsearch?language=en_US).

### **BUSINESS FUNDAMENTALS**

#### **CONSTRUCTION CONTRACTING BUSINESS FUNDAMENTALS ACADEMY: ESTABLISH YOUR BUSINESS:**

This five-day course is designed for current and future contractors (including ironworkers interested in starting a business or taking over a business) who desire to develop fundamental business skills. This course will focus on the skills needed to start a contracting business or strengthen an existing business. The course will address how to select a business model, develop a business plan, prepare to obtain financing, find work, set up an accounting system, collect money from customers, identify insurance requirements, understand contract terms and conditions, and avoid problems that will compromise success. This program will provide the business foundation that will strengthen a contractor's ability to be profitable during the early startup or transition of their company. Length: 5 days. Instructors: IMPACT Consultants.

### **BUSINESS ADMINISTRATION COURSES**

#### **FUNDAMENTALS OF COST ESTIMATING AND BIDDING FOR BEGINNERS:**

This five-day course is an intensive program designed for ironworkers and contractor personnel who need to develop a system for performing a quantity takeoff, developing a cost estimate, and preparing a bid submission. The course is taught at a FUNDAMENTAL level and is intended for beginners. Any individual with one or more years of estimating experience may gain limited value from the program. This program covers:

- Reviewing bid documents
- Getting organized to prepare a cost estimate and bid submission
  - Identifying the impact of the project schedule on the bid price
- Understanding fundamental quantity takeoff procedures, including using a scale, reviewing plans and specifications, counting and measuring materials, establishing productivity rates, calculating labor costs, calculating equipment costs, identifying general conditions costs, and incorporating overhead and profit
  - How to obtain material and equipment pricing
- Preparing a bid submission using a bid form or a proposal template

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- Reviewing available software programs that can be used to aid in the cost estimating process  
This program will provide the estimating foundation for those individuals who are new to the estimating process or those individuals seeking to validate their estimating techniques and build confidence in their skills. Important Information: Participants must bring a computer or tablet device to the course that is loaded with Microsoft Excel or similar spreadsheet program and must be knowledgeable on how to use the spreadsheet program.

## **BUSINESS ADMINISTRATION COURSES**

### **BUSINESS PLAN DEVELOPMENT WORKSHOP:**

This course provides hands-on assistance in developing the content for each element of the participant's own business plan using a standard template. The sections include: (1) Company Description, (2) Service/Product Line Description, (3) Analysis of the Market Demand for Services, (4) Marketing and Sales Approach, (5) Management Team and Approach, (6) Operations Team and Approach, (7) Financial Systems and Status, and (8) Financial Statements and Projections. Upon completion of the workshop, each participant will have a completed draft of their own business plan.

**REQUIRED PREREQUISITES:** Participants should assemble and bring information that will facilitate development of each section of the business plan. The template and instructions about the information needed for the business plan development will be provided in advance. Participants must also bring a computer loaded with MS Word or equivalent, a power cord, and should be proficient in MS Word or equivalent.

Length: 3 days. Instructor: Learning Strategies Group.

### **CASH MANAGEMENT AND CHANGE ORDER CONTROL: TECHNIQUES FOR GETTING PAID:**

This course will focus on providing the tools and approaches that will help to improve your financial performance. Learn some of the proven approaches that will make you more proactive in dealing with your customers on credit and collection practices and avoid issues related to collecting all of your money. The course will identify strategies you can implement before and during the project to reduce the pay cycle and minimize conflicts associated with collections. The goal of this course is help you manage cash flow and get paid on time for all the work you do.

Length: 1 day. Instructor: FMI.

### **FINANCIAL MANAGEMENT AND BUDGETING TO SUPPORT GROWTH AND STABILITY:**

This interactive and applied workshop enables participants to adopt a strategic and disciplined approach to (1) develop financial plans and budgets, (2) effectively use variance analysis to track organizational performance, and (3) accurately forecast financial results. Participants will learn to apply best-practice financial management and budgeting techniques often used by the most successful companies. By implementing these financial management and budgeting techniques, your



organization can expect to enjoy greater stability and profitability, thus creating an environment for growth and prosperity. Participants take away practical tips on how to identify realistic strategic goals and objectives to then create robust financial plans and budgets and build effective performance tracking frameworks.

Length: 1 day. Instructor: Learning Strategies Group.

### **FOSTERING A CULTURE OF ETHICAL LEADERSHIP AND DECISION-MAKING:**

To achieve results and obtain goals, we are often faced with complex decisions to be made, both as individuals and as employees. As pressure to succeed increases, there is a danger that achieving the desired result becomes more important than how the result is achieved. This course explores the critical role ethical leadership plays in creating ethical organizations. Participants will first identify the toxic side of leadership. By illuminating unethical leadership traits, we are able to correct those behaviors and promote ethical leadership. Then, participants will focus on the positive aspects of ethical leadership and how to make and follow through on ethical leadership decisions. The course introduces participants to a framework that supports ethical decision making. By applying the framework, participants can ensure that results are achieved in a manner consistent with personal and organizational values. Participants will use hands-on exercises to apply the framework when making decisions. Ultimately, this course will provide individuals with a strategy for fostering ethics in their organization, which has the potential to attract long-term, loyal customers and vendors.

Length: 1 day. Instructor: Learning Strategies Group.

### **MASTERING BUSINESS OPERATIONS:**

This 3-day program is an intensive, interactive business simulation where participants experience what it is like to run a simulated construction business – both in the office and in the field. The course is a low-risk way of allowing current and future executives, project managers, and field supervisors to gain experience “running” a construction company and making decisions that influence business outcomes. The program exposes the participants to a year’s worth of decisions, such as project selection; marketing and client relations strategy; hiring and training of staff; financial management of direct labor, materials, equipment and subcontractors; project staffing and buyout; cash flow; debt; equipment utilization; change orders management; payables and receivables; overheads; insurance; bonding; project and company risk exposure and financial reporting.

Length: 3 days. Instructor: FMI.

### **SUCCESSION PLANNING FOR THE IRONWORKING INDUSTRY:**

The biggest challenge facing owners of closely held contracting firms is transferring the business’s ownership and management to the next generation. Whether it’s a transfer to family or a group of key employees, certain issues must be identified and a plan executed. This course is designed to assist you with transitioning your business successfully.

Length: 2 days. Instructor: FMI.



## PROJECT MANAGEMENT COURSES

### **GETTING THINGS DONE® WORKSHOP: MASTERING PERSONAL PRODUCTIVITY:**

Are you always busy, but struggle to be productive? Do you start your day with good intentions and finish your day further behind? Are you struggling to keep your commitments? If you are falling victim to work overload, modern-workplace chaos, and the overwhelming anxiety that comes from too much to do (and not enough time), this training is for you. GTD Training uses a common language and system to help individuals manage their mind, time, space, stress, and productivity. Getting Things Done® (GTD®) is a method that teaches individuals how to increase their focus on the most meaningful work, organize information, prioritize commitments, create mental space for innovation, and achieve stress-free productivity. You will receive a course kit with the best-selling book, roadmap for implementation, and five weeks of post-course support.

Length: 1 day. Instructor: VitalSmarts.

### **IMPROVING CONSTRUCTION PRODUCTIVITY:**

Effective performance in the field results from working smarter not harder. The quality of field supervision is the key determinant in project performance. This workshop will reinforce the impact of the field managers' decisions on job productivity and profits and will introduce techniques for improving jobsite processes and productivity to achieve greater profits.

Length: 1 or 2 days. Instructor: FMI.

### **PROJECT MANAGER DEVELOPMENT ACADEMY:**

During this immersion experience, project delivery professionals examine themselves, their organizations and their processes, transforming from talented builders into true construction entrepreneurs. **REQUIRED PRE-WORK:** Participants must complete a ProScan assessment and a Time Mastery Assessment at least five working days before the event. Registration will close five working days before the event, and no additional participants or swap outs will be permitted.

Length: 3 days. Instructor: FMI.

### **STRUCTURED PROBLEM SOLVING FOR RESULTS!**

Have you ever solved a problem only to see it resurface again? Do you wish the people on your team knew which problems they should try to fix themselves before coming to you and which ones they need to discuss with you before taking action? Do you also wish your team members knew what information to gather before reporting a problem? Not all problems are created equal! Some problems require simple solutions while others need a more structured approach to resolve them.

Often people lack a way to match their approach to the problem.

This workshop will equip you with the problem-solving tools you need to:

- Use the appropriate problem-solving approach based on the problem at hand
  - Solve problems quickly and effectively so they don't come back
- Come away with several problem-solving frameworks you can call on in any situation

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- Feel more confident in your approach to problem solving and your ability to teach others  
Length: 1.5 days. Instructor: Mike Orzen & Associates.

## **FIELD SUPERVISION DEVELOPMENT COURSES**

### **SHOP SUPERVISOR TRAINING FOR SHOP IRONWORKERS:**

This course is designed to develop skilled shop ironworker supervisors. Participants will learn the roles and responsibilities of the shop supervisor.

Length: 3 days. Instructor: Ironworkers International Staff.  
*(Scheduled through the National Training Fund)*

### **SUPERINTENDENT TRAINING FOR IRONWORKERS:**

This 3-day course is designed to develop skilled ironworker superintendents. Participants will learn the roles and responsibilities of the superintendent as well as how to manage project schedules, information, people, the job site and safety. Participants will also learn communication skills, how to close out a project and basic construction finance and law. Prerequisites: This course is designed for journeyman ironworkers who have completed the Level 1 Superintendent Training for Ironworkers course and have either taken the Foreman Training course or have experience as a foreman, general foreman or superintendent. All participants must be sponsored by their employer or local union.

To register, the employer or local union must contact Liz Harvey at [eharvey@iwintl.org](mailto:eharvey@iwintl.org) or (202) 383-4809.

Length: 3 days. Instructor: Ironworkers International Staff.  
*(Scheduled through the National Training Fund)*

## **LEADERSHIP COURSES**

### **COACHING AND MENTORING:**

The ability to recruit, retain and develop key employees will be a key ingredient for any firm's future success. This course is designed to assist you with coaching and mentoring your employees.

Length: 1 day. Instructor: FMI.

### **EFFECTIVE PROJECT MANAGEMENT: THE PROJECT LEADER:**

This course is designed to elevate project management performance and expectations. Explore the differences between Project Witnesses and Project Leaders and how contractors can foster these behaviors among their Project Managers to build best-in-class performance.

Length: 1 day. Instructor: FMI.



### **EMERGING MANAGERS INSTITUTE:**

Although managers need to have a solid foundation of technical knowledge, the most successful leaders of the future will also develop strong leadership and communication skills in order to grow their organization. This course is designed to prepare emerging leaders to deal with different types of individuals, gain insight into what it takes to be an effective leader, gain respect, and build long-term relationships.

Length: 3 days. Instructor: FMI

### **IMPROVING THE EFFECTIVENESS OF YOUR TEAM OR CREW:**

A team that is not focused on results tends to stagnate and is outperformed by its competitors, often losing its best employees to achievement-oriented companies. Consequently, this course is designed to assist you with building a powerful cohesive team characterized by trust, commitment, accountability, and achievement of collective results. During this course, you will learn about:

- The five dysfunctions of a team – based on the book by the best-selling author Patrick Lencioni – and techniques to change the behaviors of team members, transforming a dysfunctional team into a highly functional team
- The conflict style of each of the team members – including your own style of dealing with conflict – and how to use all five conflict modes in their appropriate ways to achieve the best outcomes for your team
- How to assess your team's values – and your own – by completing a simple but powerful exercise that helps you determine which values are most important to you and to your team members

Upon completion of this course, you will have a practical set of techniques for improving the behavior of your team members, thus resulting in a team that has the potential to achieve higher employee retention rates and greater team performance and profitability. **REQUIRED PRE-WORK:** Each participant must complete a Conflict Assessment at least three working days before the event.

Registration will close three working days before the event, and no additional participants or swap outs will be permitted.

Length: 1 day. Instructor: FMI.

### **LEAD WITH RESPECT:**

Building a great organization requires effective leadership, and leadership skills can be learned. A key element that is often misunderstood is what it means to "lead with respect." This course explores why leading with respect is essential to a successful team transformation, what respect looks like in practice, and how it impacts your people and drives them to implement lasting change for the better.

Length: 1.5 days. Instructor: Mike Orzen & Associates.

### **DEVELOPING YOUR PEOPLE BY COACHING WITH RESPECT:**

Every leader has two jobs: get outstanding results and develop your people to be outstanding problem-solvers. By developing the problem-solving skills of your people, you engage all of your



people in the process of resolving problems, which occurs much more quickly and effectively than when you must solve a problem by yourself. Consequently, effective coaching skills are essential for developing people. Coaching involves the development of your people through supporting, respecting, and encouraging their ideas and viewpoints. During this course, you will develop the skills you need to influence the behavior and thinking of your people. This workshop explores the key practices of coaching and uses hands-on exercises so that you can experience effective techniques for respectful coaching. These skills can be applied immediately - which means that your people will immediately benefit from your coaching!

Length: 1.5 days. Instructor: Mike Orzen & Associates.

### **LEADERSHIP DEVELOPMENT ACADEMY:**

This three-day intensive course is a tightly structured program in which construction professionals examine themselves and the impact they have on their organizations through a variety of personal and interactive leadership experiences. Attendees will: (1) Receive personal assessments for individual development; (2) Participate in experiential leadership activities; (3) Learn how to give and receive effective feedback; (4) Discover the importance of building trust to form high-performing teams; and (5) Realize the essential leadership skills for all leaders. **REQUIRED PRE-WORK:** Each participant is required to complete 360° feedback assessments and the StrengthsFinder assessment at least five working days before the event. Registration will close five working days before the event, and no additional participants or swap outs will be permitted.

Length: 3 days. Instructor: FMI.

### **LEADERSHIP STRATEGIES: MOTIVATING A CHANGING WORKFORCE:**

As the labor market continues to tighten, it is critical to know what attracts people to our industry and what keeps them motivated to perform at optimum levels. In this course, participants will learn how to set direction, align people, motivate, and inspire.

Length: 1 day. Instructor: FMI.

### **PROJECT LEADERSHIP AND PROJECT MANAGEMENT:**

This course focuses on how to provide both project leadership and project management. Explore the differences between Project Witnesses and Project Leaders and how contractors can foster these behaviors within their Project Managers to build best-in-class performance. **REQUIRED PRE-WORK:** Each participant is required to complete a ProScan assessment at least three working days before the event. Registration will close three working days before the event, and no additional participants or swap outs will be permitted.

Length: 2 days. Instructor: FMI.



### **THE LEADERSHIP EXPERIENCE:**

During this four-day intensive program, participants will learn how to reach their peak potential as a leader. Leaders will gain a deep understanding of their leadership strengths and opportunities for growth through personal aptitude, personality, and 360° feedback assessments.

**REQUIRED PRE-WORK:** Each participant is required to complete 360° feedback assessments, a Myers-Briggs Type Indicator personality test, and the Natural Abilities Battery at least five working days before the event. Registration will close five working days before the event, and no additional participants or swap outs will be permitted.

Length: 4 days. Instructor: FMI.

### **COMMUNICATIONS COURSES**

**CONSTRUCTION SELLING SKILLS:** This course is designed for Local Union Business Managers, Business Agents, and Construction Contractors. This course will focus on the essential topic of how to market the Ironworker, the local union, or the construction company to prospective customers in order to secure more work, increase sales, and expand membership through a structured solution-oriented sales process. **REQUIRED PRE-WORK:** Each participant is required to complete a ProScan assessment at least three working days before the event. Registration will close three working days before the event, and no additional participants or swap outs will be permitted.

Length: 2 days. Instructor: FMI.

### **CRISIS RESPONSE:**

Discover how to effectively respond during a crisis. Learn to deploy defensive crisis strategies that work on any jobsite, and learn strategies to protect your reputation in any situation.

Length: 1 day. Instructor: Browning-Dudley Corporation.

### **CRUCIAL CONVERSATIONS© WORKSHOP:**

Crucial Conversations© Training teaches skills for creating alignment and agreement by fostering open dialogue around important, emotional, or risky topics—at all levels of your organization. By learning how to speak and be heard (and encouraging others to do the same), you'll surface the best ideas, make the highest-quality decisions, and then act on your decisions with unity and commitment. A crucial conversation is a discussion between two or more people where the outcomes are important, opinions vary, and emotions run strong. These conversations—when handled poorly or ignored—lead to strained relationships and dismal results. Crucial Conversations© Training

teaches participants how to:

- Speak persuasively, not abrasively
- Foster teamwork and better decision making
  - Build acceptance rather than resistance
- Resolve individual and group disagreements

If your organization would like to experience increased productivity, fewer safety violations, higher

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morale, improved quality, better internal and external customer satisfaction, or other improvements to communication and the bottom-line, then you, your team, or your organization needs

Crucial Conversations© Training.

Length: 1 or 2 days. Instructor: VitalSmarts.

### **ESTABLISHING A SOCIAL MEDIA PRESENCE:**

Social media is an easy way to generate leads, increase website traffic, boost sales, and engage your customers. This hands-on workshop is aimed at individuals and companies that want to establish a social media presence in order to grow their business but who have limited experience at using social media tools. Participants will develop an understanding of the principles and tools associated with social media, its growing role in the business world, the time commitment required to maintain a social media presence, and how to build a powerful social media presence. During the workshop, participants will develop and launch a social media presence that can generate new business immediately using four key platforms:

LinkedIn, Facebook, Twitter, and Instagram.

Length: 2 days. Instructor: Learning Strategies Group.

### **IMPROVING COMMUNICATION SKILLS:**

Industry studies show that effective communication skills are a top factor in business success. This course will identify techniques for improving communication with your customers and will present proven communication tools that will enhance your personal communications skills.

Specifically, in this course, you will learn:

- How to improve the odds that your message will be received as intended
  - How to structure your message for maximum impact
  - Techniques for responding well to hostile questions
- Approaches for better understanding verbal and non-verbal communications
- How to use different communication styles and approaches to match the unique situation Participants will practice each method for maximum effectiveness and will learn to communicate effectively in all situations. **REQUIRED PRE-WORK:** Each participant is required to complete a ProScan assessment at least three working days before the event. Registration will close three working days before the event, and no additional participants or swap outs will be permitted.

Length: 1 or 2 days. Instructor: FMI.

### **PRESENTATION SKILLS:**

Learn to increase the effectiveness in presenting and ultimately “selling” products and services to future customers. The emphasis is placed on the presentation process from the initial preparation to the closing.

Length: 1 day. Instructor: FMI.

### **NEGOTIATING STRATEGIES TO WIN MORE WORK:**

This course will increase the effectiveness of your team in working with current and future customers to increase sales opportunities that result in win/win situations for all parties. Emphasis is placed on critical



elements of negotiation, the best negotiation structure, effectively dealing with quality/service/price issues, when to and not to negotiate, negotiation strategies, and successful negotiation skills.

Length: 1 day. Instructor: FMI.

## **TECHNICAL AND TECHNOLOGY COURSES**

### **ADVANCED LAYOUT AND TOTAL STATION:**

This 5-day course is designed to prepare ironworkers for advanced layout principles and practices. Course content is based on the Iron Workers Advanced Layout and Total Station training package and consists of classroom lecture, knowledge and performance assignments and tests. Participants will learn: (1) how to apply related math skills, (2) how to use the Cartesian Coordinate System, (3) how to convert print dimensions to coordinates, and (4) how to perform layout using a total station. Prerequisites: Participants must have a working knowledge of basic trigonometry. They must also have completed the Iron Workers Introduction to Layout training or have experience performing jobsite layout and calculations. After registering, participants will be sent a book and instructions on pre-course work that must be completed, and participants must purchase a Calculated Industries 4080 Construction Master Pro Trig Calculator.

Length: 5 days. Instructor: Leica.

(Scheduled through the National Training Fund)

### **BLUEBEAM REVU FUNDAMENTALS AND DOCUMENT CONTROL & MEASUREMENT:**

During this two-day course, participants will learn the fundamental features of Bluebeam Revu Extreme 2018 as well as document control features. A brief introduction to basic measurement tools will occur on Day 2 (approx. 2 hours). Consequently, the course will give participants the necessary foundational skills to create, organize, markup, edit, track comments, implement control, and perform basic measurements in a PDF drawing set. This course covers:

- All entry level tools
- How to compare documents
- How to create, modify, & use the Tool Chest
- Setting up the Bluebeam interface for takeoffs
  - How to modify markups
  - How to use the Markups List
  - Document management
- Using the various measurement tools

#### **Important information and pre-requisites:**

- Participants must have experience using a Windows-based computer and must bring their Windows-based device, power cord, and mouse to the course.
  - This course will not address how to use Bluebeam on a MAC or iOS device.
- Participants must download the free 30-day trial of Bluebeam Revu Extreme 2018 from the Bluebeam website before the course begins (<https://www.bluebeam.com/trials/>). There will not be sufficient time to download the software the day of the course. If you do not have Administrator privileges that will permit

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you to download the software onto your computer, please ask your computer administrator to complete the download for you prior to arriving at the course.

- Prior versions of the software will not be covered in the course.
- A brief introduction to basic measurement tools will occur on Day 2 (approx. 2 hours); however, this course will not cover advanced takeoff techniques.
- Please be aware that no computers will be supplied and the course will not be taught in a computer classroom. However, you will have access to the internet and power.

### **INTRODUCTION TO BUILDING INFORMATION MODELING (BIM) PRACTICES AND TECHNOLOGY:**

Building Information Modeling (BIM) is changing the way projects are constructed. This emerging practice requires new mindsets and technological know-how in order to achieve significant improvements in efficiency and cost control. Consequently, this course provides an overview of BIM terminology and practices while introducing important concepts necessary to understand how BIM is changing the construction process. This course will also provide an introduction to BIM tools. Tools are reviewed according to the functions they perform and the particular phases in a project where they have the most logical usage. By understanding these differences, it is possible for each participant to determine what questions need to be asked prior to making an investment in BIM technology.

Length: 1 day. Instructor: IMPACT Consultant.

### **INTRODUCTION TO METAL BUILDING ASSEMBLY / CERTIFIED INSTALLER:**

The Introduction to Metal Building Assembly Seminar, offered by NCI Building Systems, consists of classroom time and actual hands-on assembly of metal building components on a metal building mock-up. The course prepares participants to take the exam to become a Metal Building Assembly Certified Installer.

Length: 2.5 days. Instructor: NCI Building Systems.

Please review the NCI website for pre-requisites:

[http://www.ncibuildingsystems.com/training\\_introMBAS.html](http://www.ncibuildingsystems.com/training_introMBAS.html).

### **LEAN CONSTRUCTION COURSES**

#### **INTRODUCTION TO LEAN PROJECT DELIVERY AND LEAN PROJECT PLANNING:**

This two-day course will provide a broad awareness of the vocabulary, fundamental principles, and basic practices of Lean Project Delivery to learners who are new to Lean. This course serves as a framework for learning how to apply Lean thinking and methods to deliver significantly greater value on projects and within your organization. The course specifically involves performing engaging exercises that enable participants to experience the contrast between traditional project management and the management of projects using the Last Planner System® of Production Control. Participants will experience how the Last Planner System® and a Lean approach can help create and maintain reliable workflow on a project and provide a dramatically improved construction experience.

Length: 2 days. Instructor: On Point Lean Consultants

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## **SAFETY MANAGEMENT COURSES**

Contact Christie Rose (crose@iwintl.org) with the Ironworkers International Safety Department to receive an updated list of safety courses at 847-795-1714.

## **BUSINESS WEBCAST SERIES**

Below is a list of the "Growing a Business" Webcasts that are offered by IMPACT. Visit our website at [www.impact-net.org/programs/impact-construction-college/growing-a-business-webcast-series](http://www.impact-net.org/programs/impact-construction-college/growing-a-business-webcast-series) to learn more about these courses, or contact Dr. Cindy Menches at cmenches@impact-net.org or 202-383-4843.

### **Episode 1 – Successful Business Plan**

(Instructor: Mark Bridgers, Continuum Advisory Group): This webcast will identify the many benefits of developing a business plan, regardless of whether your company is prospective, new, or established. This webcast will describe how a business plan can help you: (1) guide your company's growth, (2) manage your cash flow, (3) secure new customers, (4) identify your strengths and weaknesses, (5) understand your competitors, and (6) develop a course of action.

### **Episode 2 – Record Keeping and Documentation**

(Instructor: Patrick Ouellet, Construction/ Claim Assistance Services): This webcast will identify and explain the various types of documentation required to reduce your risk of exposure to unpaid changes and claims as well as explain what information should be of importance to you. Understanding why information and documentation is necessary will help you develop the recordkeeping system that will reduce your risks and tip the scale in your favor should changes or problems arise.

### **Episode 3 – Improving an Effective Quality Control Program**

(Instructor: Timothy Duke, Atlanta Steel Erectors/Williams Erection Company): This webcast will help you understand how to develop, apply, or expand your existing Quality Control (QC) program and will demonstrate the actual benefits of a properly planned and maintained QC program. You will learn about the code requirements that are part of the AISC certification process and how an effective QC manager can result in a distinct competitive advantage for a company.

### **Episode 4 – Accounting for Construction Companies**

(Instructor: Kathleen Baldwin, Warren Averett): This webcast will cover the many topics that are defined by the Generally Accepted Accounting Principles (GAAP) for Construction Accounting. These topics include revenue recognition models for contractors, Work in Progress Schedules, advanced financial reporting issues for contractors, and special GAAP financial reporting considerations for contractors.



### **Episode 5 – Safety Management, Injury Management, and Recordability**

(Instructor: Mike Owens, Axis Risk Services): This webcast will identify and explain the risk management strategies or managing the impact of employee injuries. You will learn about the best practices for injury management as well as the benefits of an effective quality injury management system.

### **Episode 6 – Construction Contract Law**

(Instructor: Laura Stipanowich, Smith Currie & Hancock LLP): This webcast will cover some of the principles for negotiating construction contract clauses as well as the basics of construction contract drafting including what makes up a construction contract, options and general considerations, and “killer clauses”.

This webcast will identify several different types of construction contracts and how they may relate to your business.

### **Episode 7 – Working Capital**

(Instructor: Kathleen Baldwin, Warren Averett): This webcast will provide an in depth definition of working capital and address the benefits of having a positive working capital and why it matters to your business.

You will learn how working capital is calculated by the banking and bonding industries and will provide the best ways to improve your working capital.

### **Episode 8 – Workers Compensation**

(Instructor: Devin Pipkin, TrueNorth): This webcast will define worker’s compensation and offer a coverage drilldown for both worker’s comp and employer liability. This webcast addresses the importance of a safety plan, proper training for management, supervisors, and employees, as well as a proper implementation process.

### **Episode 9 – Your Company Needs a Strategic Plan**

(Instructor: Mike Clancy, FMI): This webcast will identify what strategy is, the key elements needed for successful strategic planning, as well as describe some of the benefits contractors typically receive from strategic planning. You will understand several different models used in strategic planning, and receive exposure to the methodology and tools to drive successful implementation of strategy.

### **Episode 10 – How to Maximize Your Bonding Capacity**

(Instructor: Kathleen Baldwin, Warren Averett): This webcast will help you understand what bonding capacity is and how it can be either a benefit or detriment to getting work. You will learn what characteristics sureties look for in contractors when establishing a bonding program, as well as what factors you should consider when trying to maximize your bonding capacity.



### **Episode 11 – Using Microsoft Project to Keep You On Track**

(Instructor: Nancy Brister, Align Abilities): This webcast is designed to build understanding of key project management concepts as a basis for facilitating effecting change. This webcast will emphasize why project management matters, why setting up for project success is important, how key accepted scheduling practices work, and how to schedule with Microsoft Project.

### **Episode 12 – Insurance, Indemnity, and Waivers**

(Instructor: Devin Pipkin, TrueNorth): This webcast will define many of the terms that are involved with coverage and focuses on contract review that includes several claim/court case examples. This webcast will also address different types of indemnification and explain why it is important to know who is responsible for the builder's risk.

### **Episode 13 – Collecting Money and Getting Paid**

(Instructor: Ken Roper, FMI): Learn to improve project cash flow and how to measure company liquidity. In this webcast, you will also learn how to increase organizational discipline around collection practices, analyze the cost of capital and impact on profitability, and implement best practices in negotiating payment terms and conditions.

### **Episode 14 – Selling Your Business to Your Employees: Employee Stock Ownership Plans (ESOPs) as a Succession Strategy for Business Owners**

(Instructors: Dr. Christopher Mackin, Ownership Associates of Cambridge, MA and Terry Jones Esq., Maselan & Jones of Boston, MA): In this webcast, you will learn where ESOPs come from and how do ESOPs work. You will be able to identify whether your company is large enough for an ESOP, methods to identify what employees think about an ESOP, and what steps should I take to investigate this succession strategy further.

### **Episode 15 – Effective Crisis Communication on any Worksite Part 1:**

(Instructor: Darrell Browning, Browning Dudley Corp.): Discover how to effectively communicate during a crisis. Learn to deploy defensive crisis strategies that work on any jobsite, and learn strategies to protect your reputation in any situation.

### **Episode 16 – Construction Claims Part 1: The Basic Concepts:**

(Instructor: Patrick Ouellet, Construction/Claim Assistance Services): Understand how an ambiguous scope of work can result in a dispute and a claim. You will learn how to identify how changes are handled in the various contracts, and what are the sources of changes that result in a dispute and claim. You will also understand the importance of complying with notice provisions so that you can reserve your right to file a claim.



## Episode 17 – Construction Claims Part 2:

Time as a Source of Disputes (Instructor: Patrick Ouellet, Construction/Claim Assistance Services): Understand the importance of agreeing to a contract schedule and how it can be used to document time problems and be used as a basis for a claim. Furthermore, identify the impact of delays and acceleration on your project costs and how to negotiate a cost and schedule change as a result of the time impacts. Finally, learn what a “No damage for delays” clause is, how it can negatively impact your project costs, and how you can minimize the negative consequences of this contractual provision

### E-LEARNING COURSES

E-learning courses are available through IMPACT’s Learning Management System (LMS). IMPACT offers no-cost courses as well as for-purchase bundles of courses, including topics such as project management, technology, safety, OSHA courses, and much more. To gain access, visit the website: [www.ironworkercontractor.com](http://www.ironworkercontractor.com). To learn more about e-learning courses, contact Dr. Cindy Menches at [cmenches@impact-net.org](mailto:cmenches@impact-net.org) or 202-383-4843.

**Identified below are several available e-learning courses.**

**AISC Detailer Training Series:** This online course provides an introduction and overview of the roles and responsibilities of the steel detailer. It is an ideal training program for contractors that perform, or have a desire to perform, in-house detailing services. For more information, contact Dr. Cindy Menches at 202-383-4843.

### Contractor Development Courses:

This completely self-paced course is designed to support the development of new ironworker contractors. This course is taken within the Ironworker’s Online Learning Center and has two components – one with a focus on developing the knowledge needed to become an ironworker contractor and the second with a focus on developing a business plan. For more information, contact Dr. Cindy Menches at 202-383-4843.

### Harassment Awareness:

There is no place for harassment and discrimination on construction job sites. IMPACT has developed a video to support ironworker employers who conduct harassment and discrimination training. Employers are encouraged to develop and implement harassment and discrimination policies, and to couple their program with IMPACT’s harassment video. The program is conducted by an attorney with experience in harassment and discrimination laws.

### BUNDLED COURSES (FOR PURCHASE)

IMPACT 200 Course Library	OSHA 30
IMPACT 200 Course Library including OSHA 10	OSHA 10 Only
IMPACT 200 Course Library including OSHA 10 and	OSHA 30 Only

[www.impact-net.org](http://www.impact-net.org)

1750 New York Avenue NW, Washington, D.C. 20006 | 800.545.4921 • 202.393.1147 • Fax: 202.393.1148



# **IMPACT's Strategic Advertising, Marketing, Branding & Creative Services**

Having the ability to utilize strategically developed advertising and marketing services is a great benefit to the membership. It helps with outside vendor relationships that offer TV or radio sponsorships to our contractors and locals, IMPACT can negotiate for best rates. IMPACT can also create and develop your business brand and marketing strategy to help put your best foot forward every time. From concept to completion the IMPACT advertising and marketing services program saves our membership thousands of dollars annually and provides peace of mind as well. We can also manage any vendor that you currently have to ensure that your branding is consistent and that you are getting exactly what you need and none of the costly fluff. So focus on what you do best and let us provide the expertise.





## BROCHURE DEVELOPMENT



## MARKETING ONE SHEETS

## PRINT ADS



## LOGO DEVELOPMENT







## CUSTOM ANNOUNCEMENT DEVELOPMENT



## CUSTOM CERTIFICATE DEVELOPMENT

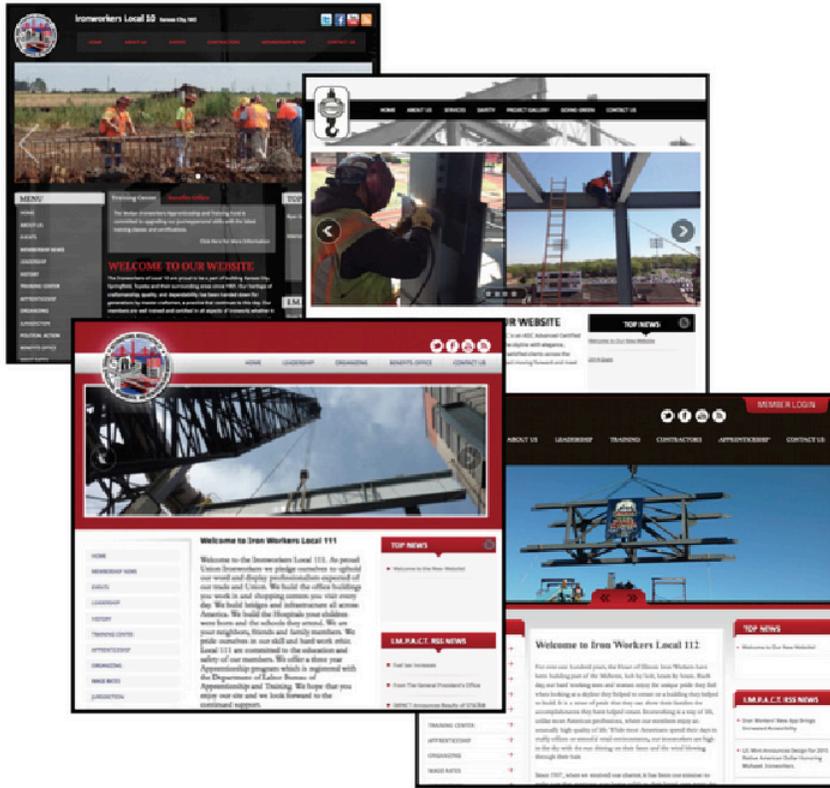


## TRAINING TRAILER GRAPHIC DEVELOPMENT





## WEBSITES

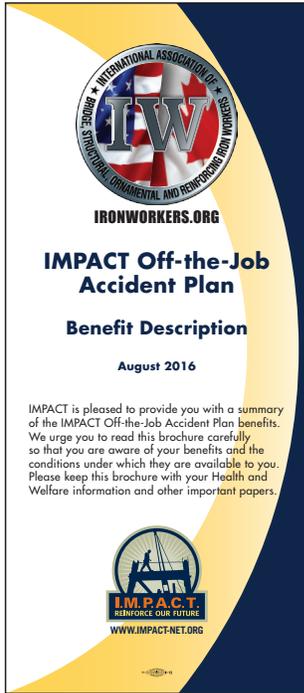


## BUSINESS CARD DEVELOPMENT



## STORYBOARD DEVELOPMENT FOR TV OR VIDEO PRODUCTIONS



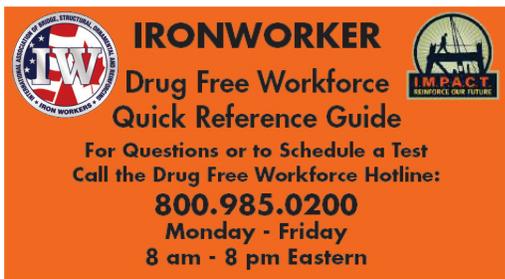
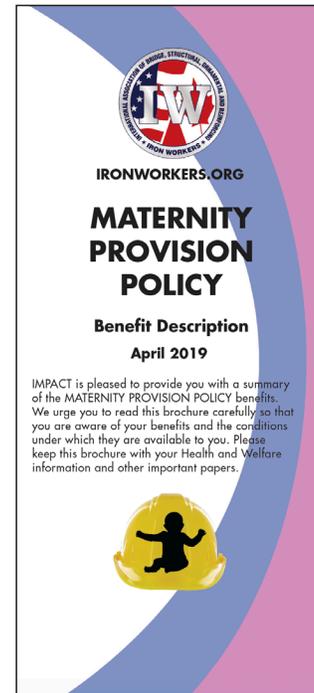


## OFF THE JOB ACCIDENT PROGRAM

IMPACT has developed an Off the Job Accident Program to aid individual iron worker members with a short term disability caused by an off the job accident and help reduce worker's compensation rates for member contractors. The program supplements the Short Term Accident benefits of an individual iron worker member's health and welfare plan.

## MATERNITY PROGRAM

The Ironworker Management Progressive Action Cooperative Trust (IMPACT) provides paid maternity leave ("Paid Maternity Leave") to female members ("Members") who are qualified based on the criteria outlined below. It is paid leave associated with the birth of a Member's own child.



## IMPACT DRUG FREE WORKFORCE PROGRAM

First developed in 2005, the IMPACT Drug Free Workforce Program has been revised and is up and running. The goal of the IMPACT Program is to ensure ironworkers are drug-free and ready to work, and to make IMPACT member contractors more competitive in our industry.



## TRADE-SHOWS PROGRAM



To showcase and promote the outstanding skills and expertise of our ironworkers and contractors, IMPACT regularly exhibits at industry trade shows and conferences throughout North America. IMPACT also encourages locals to participate in regional advertising and supplies interested locals with marketing materials, such as brochures and stickers, and with portable tabletop displays for trade-shows and job fairs. The purpose of the displays, which are easily assembled on site, is to draw attention to booths. Locals who consistently exhibit are provided with their own display.

## AISC CERTIFICATION PROGRAM



IMPACT works closely with the American Institute of Steel Construction (AISC) and Quality Management Company, an independent third-party auditing company, to assist members in pursuing certification through the AISC Steel Erector and Fabricator Certification Programs.

## GRANTS PROGRAM



Grants are the vehicle by which IMPACT member contributions are put to good use. Grants fund a wide variety of programs nationwide including marketing and recruitment, training and safety and tools to increase market share.



## PROJECT TRACKING

One of the key benefits available to members is access to two online project tracking systems, Dodge Pipeline (Formerly Dodge Reports) and Industrial Information Resources Planning, Engineering, and Construction (PEC) Reports. These systems provide the most current information to help identify and bid thousands of upcoming commercial, residential, industrial and maintenance projects throughout the United States and Canada.

**IMPACT** provides access to Dodge Pipeline and IIR's PEC Reports free to contributing member local unions and district councils.

**IMPACT** member contractors are eligible to receive free access to Dodge Pipeline and access to IIR's PEC Reports at a discounted rate.

### Dodge:

Dodge Pipeline reports on all construction projects.

### Industrial Information Resources:

Industrial Information Resources PEC reports identify specific project related data.

**PROJECT TRACKING**  
**START SEARCHING!**  
**START BIDDING!**

Industrial Info Resources  
DODGE Pipeline

## VISIT THE IMPACT WEBSITE AND STAY UP TO DATE

www.impact-net.org  
En Español | Login | Register | Forgot Password | Contact with us

**Ironworker Management Progressive Action Cooperative Trust**  
Expanding Job Opportunities for Ironworkers and their Contractors

ABOUT US | MEMBER PROGRAMS | MEMBER SEARCH | NEWS | EVENTS | BLOG | PUBS/RESOURCES

**Can't Remember Your Password?**  
Here's How To Reset Your Password For The IMPACT Website & Community.  
CLICK BELOW TO WATCH THE VIDEO

Latest News  
Upcoming Events

2018 PROJECT OF THE YEAR WINNERS  
ARCHITECTURAL / ORNAMENTAL

Project of the Year  
SIX Categories To Enter, One Award Per Category.

Visit [IMPACT-NET.ORG](http://IMPACT-NET.ORG) or scan this QR code using your mobile device:





# IMPACT's Public Relations & Communications Services

Managing reputation is of utmost importance in the business world. It is critical for the survival and success of a business to consistently maintain a positive brand image and manage customer loyalty. Public Relations helps businesses form brand identity, raise brand awareness, increase brand recognition, and maintain a positive brand reputation. IMPACT has added public relations and communications services to its portfolio and resources available to partner contractors. IMPACT helps partner contractors with strategic communications and message development. IMPACT helps partner contractors increase media exposure through media relations. IMPACT also assists them with content and social media marketing.

## PUBLICITY FOR CONTRACTORS

### Media Relations

Press coverage via press releases, op-eds, letters to the editor, media pitching, etc.





## SOCIAL MEDIA



## STRATEGIC COMMUNICATIONS





# IMPACT's PROJECT OF THE YEAR



**PROJECT OF THE YEAR AWARD** recognizes contractors who achieve outstanding SAFETY performance. Contractors and their ironworkers complete countless, complex projects throughout the United States and Canada each year and truly deserve to be recognized nationally for their amazing efforts and dedication to SAFETY awareness.

The Project of the Year Awards ceremony is presented at the annual North American Iron Workers / IMPACT Conference and hosted by IMPACT's CEO, Kevin Hilton. Once presented with their category award, the winners are given a photo session with both IW General President and IMPACT Co-Chair Eric Dean and Ben Hur Construction's CEO and IMPACT Co-Chair Bill Brown.

Submissions begin at the start of every fourth quarter running from October 1st until the end of December at midnight.

**The Project of the Year has five categories to choose from:**

- 1) *Architectural/Ornamental*
- 2) *Bridge/Structural*
- 3) *Fabrication*
- 4) *Industrial/Rigging/Machinery Moving*
- 5) *Reinforcing*
- 6) *Metal Buildings*

If you have any questions please contact the IMPACT office and we will be glad to assist you.

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Scan this QR code to access the Project of The Year page on the IMPACT website starting October 1st.



