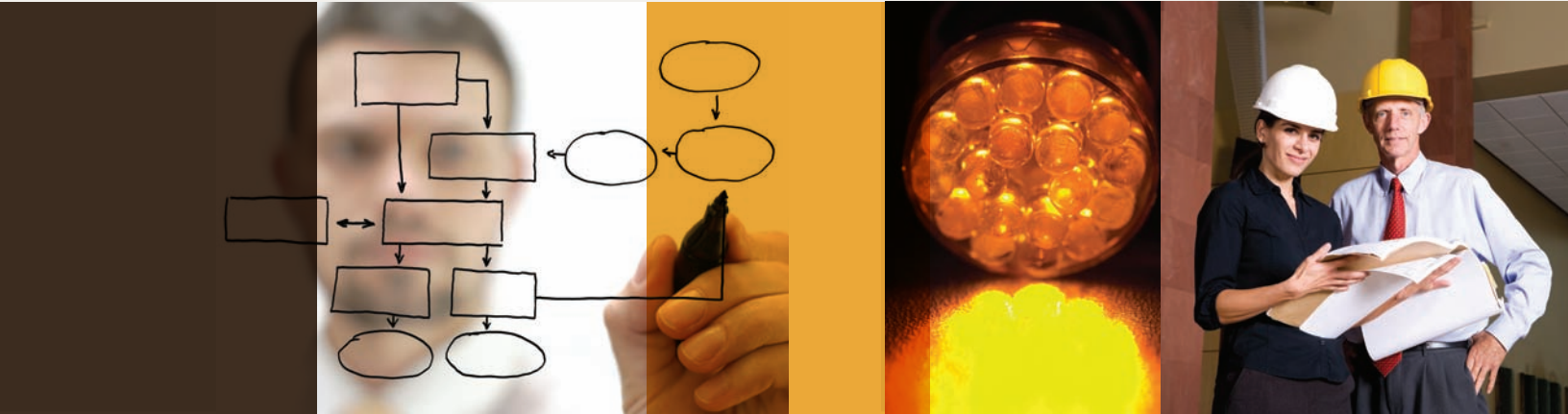




LEARN. LEAD.

MANAGEMENT EDUCATION INSTITUTE CATALOG OF COURSES

2008–2009



"Through MEI, NECA offers a curriculum of professional development courses designed specifically for electrical contractors and their key employees. The topics covered are right in-line with what a business professional in our competitive industry needs to know in order to run a smoother, more efficient operation, and create more effective leaders at all levels of the company."

—Rex A. Ferry, NECA President Elect, Valley Electrical Consolidated Inc.

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- Course registration and fee processing
- Course materials and logistics
- Student records
- Online coordination

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- Current Chapter course schedule
- Future Chapter course requests

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WHO BENEFITS FROM TAKING WHAT MEI COURSE?

NECA's Management Education Institute understands that your business is a team, and each employee is a valuable player with unique skills who fills an essential role in your company. Because every member of your team has different needs and requires specific training to advance and perform to the best of their abilities for their specific job, a one-size-fits-all approach to continuing education simply won't work. The MEI curriculum is designed with your dynamic team in mind and offers a variety of courses geared specifically toward the needs of your most valued employees.

An improved and user-friendly coding system has recently been put in place to guide you through the catalog and help you choose the most appropriate professional development opportunities for you and your staff. Using the simple abbreviations listed below, you can quickly identify which employees will benefit from certain MEI seminars by looking at the abbreviations posted next to each course description throughout the catalog. The MEI curriculum is as diverse as your business; therefore, while certain courses may only target one position in your company, many course descriptions will have several abbreviations listed, indicating that it holds benefit for multiple members of your team.

By following these simple abbreviations, your team members will make more informed choices and you will appreciate a stronger return on your investment. By matching your best employees with the best courses to fit their needs, they'll be able to learn and lead.

THE MANAGEMENT EDUCATION INSTITUTE

The Management Education Institute (MEI) is the principal resource for management development for the National Electrical Contractors Association, its members, and their employees. The Institute provides a professional development curriculum that is both comprehensive in scope and focused on the needs of its training constituency. All NECA members and their employees are eligible to enroll in MEI courses.

Many of MEI courses are developed in cooperation with research sponsored by ELECTRI International – The Foundation for Electrical Construction and led by top professors and industry insiders from around the country. The Foundation is the industry's leading authority in forecasting market trends and developing tools to facilitate better productivity and more profit for electrical contractors. MEI courses demonstrate how electrical contractors can effectively implement the concepts outlined in the ELECTRI International research into their own businesses.

Courses are created with the needs of the NECA contractor in mind. There is no better source to learn how to prepare winning estimates for project bids, manage your labor force, calculate and improve market share, and set your company up for success.

MEI provides the management development program as a NECA member service in partnership with NECA chapters. With some exceptions, all courses are scheduled by individual chapters or a regional group of chapters. Unless designated as "Chapter Members Only" in the schedule, courses are open to any NECA member.

By participating in MEI courses, electrical contractors join an elite group of educated and informed NECA members – fellow electrical contractors who often go on to work together in joint partnerships and peer groups. MEI courses facilitate a level of networking that doesn't exist anywhere else.

The 2009 MEI Catalog of Courses is bursting with opportunities for electrical contractors and their employees to learn valuable skills and make important connections. The MEI Matrix of Courses will help determine the right courses for contractors and their employees. The information on page 1 will help NECA chapters provide the education their members have come to expect as a NECA benefit.

We look forward to seeing you in 2009!

Continuing Education Units. Participants in MEI courses can earn Continuing Education Units (CEUs) needed to satisfy local and state licensing requirements. NECA is an authorized CEU provider and complies with continuing education guidelines and requirements established by the International Association for Continuing Education and Training (IACET). All NECA seminars listed in this catalog offer CEUs. However, we encourage participants to check with their local and state licensing authorities prior to taking an MEI class to determine what, if any, information needs to be provided to the local or state licensing authorities in advance. See page 4 for more information about CEUs.

Level of Service. Courses can be either Full Service or MEI-Chapter Partnership.

- **Full Service:** MEI will make all arrangements and pay all fees for a course, including facility rental, catering, audio/visual equipment and support, course materials and instructor services. An additional fee for Full Service is applied to the course registration cost to cover the expenses assumed by MEI.
- **MEI-Chapter Partnership:** MEI will provide course materials and pay course instruction costs. All other logistical arrangements and costs, including site, catering, and A/V support, are handled and paid for by the chapter. This option works well when a chapter elects to use its own or a JATC training facility and thereby substantially reduces the cost. The cost of Partnership seminars is less than Full Service seminars because MEI shares responsibility with a chapter for all of the elements required to deliver a seminar.

Two options are available to register for MEI classes. Online registration reduces the cost of each registration by \$15, or paper registration by mail, fax, or email.

Schedules and Fees. Courses scheduled through MEI are published nationwide:

- Continuously updated at www.neca-mei.org
- In the *MEI Insights* electronic newsletter
- Periodically in the *NECA News*

MEI course registration fees are established based on the direct costs of production of each course. NECA member dues subsidize the overhead expenses associated with managing and producing the program. Annual comparisons with other management education providers consistently show that MEI courses are the best training value available for electrical contractors today.

Individual chapters announce their course schedules through local brochure mailings to their members. **NECA members who are interested in particular courses listed in this catalog should contact their chapter.**

Registration fees published in this catalog are the standard NECA member fees for each course. A chapter may charge their members a discounted fee for a seminar. **Chapter members should check for this discount with their chapter manager before registering for any course hosted by their chapter.**

Registration Procedures. Once a course has been scheduled, NECA members may register for the seminar using either of the following:

- The registration form in the promotional brochure from NECA or the Chapter
- The online registration procedure on the MEI website—www.neca-mei.org

A course registration may be cancelled and fee refunded if MEI is notified more than two business days prior to the day of the seminar; cancellations within two business days will be assessed a \$100 processing charge. No refunds will be made to those who register, but fail to attend.

Additional Information. Questions concerning the MEI management development program should be addressed to the NECA national office in Bethesda, MD at 301-657-3110.

APPLICATION CRITERIA AND PROCEDURES FOR THE WENDT SCHOLARSHIP

The Wendt Scholarship provides grants to NECA chapters without educational trust funds or adequate training funds to offer a NECA-Management Education Institute (MEI) program. Scholarship awards are made, based on a chapter's application, by the President of ELECTRI International, the Director, Projects and Public Relations for ELECTRI International, and selected industry and academic leaders. Decisions by the committee are final and are not subject to review. Evaluation criteria are listed below.

Financial need. The Chapter must declare that the primary cause inhibiting the chapter from sponsorship of a program is lack of an adequate resource of training funds.

Local chapter participation. The local Chapter must agree to use the grant funds in combination with other funds that might be required to offer the NECA-MEI training program.

Diversity. The selection committee will work toward making the group of award recipients as diverse as possible, considering such factors as geography and industry sector. The Chapter also agrees to work toward making Wendt Scholarship participation available to the broad cross section of professionals in the electrical industry, considering such factors as experience, responsibility level, ethnicity, and gender.

Applications may be obtained from:

Bitia A. Silverman
Director, Projects & Public Relations
ELECTRI International
3 Bethesda Metro Center, Suite 1100
Bethesda, MD 20814-5372
301-215-4519

Questions about the Wendt Scholarship program and applications should be directed to Bitia Silverman, 301-215-4519, or email baj@necanet.org

FREQUENTLY ASKED QUESTIONS ABOUT CEUs

Question: *Who is IACET and what is its purpose?*

Answer: The International Association for Continuing Education and Training (IACET) is a non-profit association dedicated to quality continuing education and training programs. IACET certifies education providers that meet strict continuing education guidelines created in 1968. IACET authorizes educational providers to award the IACET Continuing Education Unit (CEU). IACET Authorized Providers undergo a strict evaluation of their educational processes according to the IACET Criteria and Guidelines, including two reviews by IACET's Commission and a site visit by an IACET Commissioner. MEI has been granted authorized provider status, effective October 6, 2003.

Question: *What is a Continuing Education Unit (CEU)?*

Answer: One Continuing Education Unit (CEU) is defined as ten contact hours of participation in an organized continuing education experience under responsible sponsorship, capable direction, and qualified instruction.

Question: *What is the purpose of the CEU?*

Answer: The primary purpose of the CEU is to provide a permanent record of the educational accomplishments of an individual who has completed one or more significant non-credit educational experiences. Awarding the CEU approved by IACET also provides a quality indicator for our continuing education and training program because it means MEI has been reviewed and approved for complying with internationally recognized standards.

Question: *When should IACET CEUs be awarded?*

Answer: Only those programs that are rigorous enough and long enough to be of significant educational experience and for which a permanent record will be meaningful are included in our program. For programs that meet all of the IACET criteria, generally, this is recognized as a minimum of 60 minutes, unless otherwise specified by licensing or certifying agency standards for continuing education.

Question: *How many IACET CEUs should be awarded for a program?*

Answer: One IACET CEU is awarded for each ten clock hours (sixty-minutes=one clock hour) of instruction hours involved in the program. Instructional hours do not include time involved in coffee breaks, meals, social activities or business and committee meetings.

Question: *Who keeps the permanent records of IACET CEUs awarded?*

Answer: MEI maintains a complete, permanent record (at least seven years) of each learner's participation, and can provide a copy of that record upon request.

Question: *What if we create new programs while we are approved as an Authorized Provider—do we need to submit all new activity, course, or program materials to IACET?*

Answer: No, MEI does not need to submit any new activity, course or program after being approved as an Authorized Provider. The Authorized Provider status is approval of our organization, not individual programs. Part of the criteria for MEI to be approved is that we have an internal review process to make sure all of our current and any new programs in which we award the IACET CEU meet the IACET Criteria. MEI has put policies in place utilizing the review process to be sure our programs meet all of the IACET Criteria.

Question: *Once an Authorized Provider, can MEI co-sponsor CEU activities, courses, or programs with other organizations and award the IACET CEU?*

Answer: Yes, if our organization is awarding the IACET CEU under our name, and if we are responsible for making sure that the activity, course, or program of the other organization meets all of the IACET criteria.

Question: *Would it be permissible to award IACET CEUs retroactively if the Authorized Provider Commission approves the course of study?*

Answer: No, the IACET CEU cannot be awarded retroactively. A determination has to be made **before the activity** is conducted, that meets the criteria and has been approved by the MEI's internal review process. MEI has been an IACET member in good standing since 2003.

FREQUENTLY ASKED QUESTIONS ABOUT MEI

Question: *What is the purpose of MEI?*

Answer: The purpose of the NECA Management Education Institute (MEI) is to provide cost-effective leading edge educational programs for NECA member firms to maintain and expand their market share in the electrical construction industry. The Management Education Institute provides NECA members and chapters with education and training services focused on the business and project management knowledge and skills required for the success and continuous improvement of the electrical contracting industry in the 21st century. In today's fast-changing business and technical environments, management decisions and strategic thinking must occur at all levels of the company. MEI is here to meet the management development needs of NECA's electrical contracting community.

Question: *How does an individual register for an MEI seminar?*

Answer: An individual may register for a MEI seminar three ways:

1. by phone
2. by fax
3. via the NECA-MEI website

MEI strongly recommends that all individuals who register for an MEI seminar register via the NECA-MEI website. It is the fastest, easiest and least expensive way to register!

Individuals who register by telephone usually pay by check and mail their check to the MEI lock-box in Baltimore, MD. Individuals who register by fax predominantly include their credit card payment information on the registration form. Very few, but some individuals who register by fax will indicate on the registration form that they will be mailing in a check. When an individual registers for an MEI seminar via the NECA-MEI website, the individual must pay by credit card.

Question: *Can a NECA Chapter register for its members?*

Answer: To avoid confusion and duplication, it is very important that the NECA Chapters work in cooperation with the MEI registrar in regards to registration procedures. Ideally, all registrations are supposed to flow through NECA National, but some Chapters prefer to have their members send their registration forms and payment to them.

MEI offers a discount for those NECA members who register online, and for those Chapters that "impersonate" their members when registering for an MEI course. For information on Chapter staff impersonating their members please use the following three steps:

- Step 1: go to <http://www.necanet.org/chapters>
- Step 2: go to <http://www.necanet.org/chapters/registration>
- Step 3: go to Printed instructions – **How to Register Online for NECA Meeting**

Question: *What is the NECA-MEI policy regarding seminar cancellations?*

Answer: Registration fees will be refunded in full when cancellations are received at NECA headquarters more than 2 business days prior to the day of the seminar. There will be a processing fee of \$100 charged for any cancellation received at NECA within 2 business days prior to the day of the seminar. No refunds will be provided for cancellations or failure to attend on the day of the seminar. At the discretion of MEI, non-refunded registration fees, less the \$100 processing charge, may be applied to another seminar. Cancellations must be submitted in writing, on letterhead with attendee's name, the date and the title of the seminar; fax to 301-215-4500. If MEI cancels a seminar due to insufficient enrollment, the registration fee will be refunded in full; NECA-MEI is not responsible for non-refundable airfare or related expenses.

Question: *What is the NECA-MEI policy regarding non-member participation at MEI seminars?*

Answer: MEI seminars and other educational events are offered by NECA as a service to its members. They are supported in large measure by NECA member dues, and for that reason, are generally open to NECA members only. There are two exceptions to this general policy:

It is recognized that educational services are a valuable membership benefit and may be useful in recruiting new members from among the union electrical contractors in a Chapter's service area. Upon the invitation and approval of any NECA chapter manager, a signatory contractor or its employee may be approved for participation in an MEI seminar.

NECA training for IBEW personnel, particularly at the supervisory level (Electrical Project Supervision), may serve the needs of NECA members in a particular Chapter. Where that is the case, any NECA Chapter manager may approve their participation on a class-by-class basis.

NECA'S ONLINE UNIVERSITY

For the last few years, MEI has explored the opportunities available by providing online courses. We have canvassed our members and it is clear that they prefer face-to-face seminars and do not want MEI to change its emphasis to an online format. However, there are certain subjects that particularly lend themselves to the online format and MEI has been exploring ways to provide such courses to its members. We are also aware that in certain parts of the country holding an MEI class can be difficult for smaller chapters that do not have a large membership.

The following courses are now available online through NECA's Online University:

- **Introduction to the NECA Manual of Labor Units** – see page 46. This course is a prerequisite for students taking the Basic Estimating of Electrical Construction seminar. It can also be taken as a separate stand-alone course for those who wish to learn more about NECA's Manual of Labor Units
- **Electrical Safety in the Workplace – 70E** – see page 46
- **Emerging Green Markets: Strategies for Electrical Contractors on LEED and Green Building Projects** – see page 46
- **A Practical Guide to E-Mail in the Workplace** – see page 47

You can register for any of these courses by going online to www.necanet.org/store.

Specifications/Requirements

During the period we have been offering online courses, there are common problems that arise on a regular basis. To avoid some of these problems, you should adhere to the following specifications:

- Microsoft Internet Explorer version 6 and above
- Flash Player 8
- Cookies enabled
- Pop-up blockers disabled

If any problems should arise and you feel you need assistance, please contact MEI's registrar at 301-215-4538.

THE EXECUTIVE MANAGEMENT INSTITUTE

2.4 CEUs

MEI launched the Executive Management Institute (EMI) in 2002 for senior executives of the electrical contracting industry. EMI serves as a capstone for the MEI management development curriculum. It provides state-of-the-art management concepts and analytical tools that build on senior managers' existing knowledge of the electrical contracting business and the electrical construction industry and increase the value and effectiveness of the electrical contracting firm.

Six interdependent sessions comprise the core education program. These elements of the program are consistent with the criteria used by the U.S. Department of Commerce to judge the Malcolm Baldrige National Quality Award Program. The six sessions are:

- The Effective Executive: Vision and Leadership
- Financial Analysis and Management
- Strategic Management
- Identifying and Analyzing Business Opportunities
- Process Design and Management
- Measuring Firm Performance

Modules within these sessions include individual and team exercises, case studies, and other experiential activities. A model of a hypothetical electrical contracting firm, Tesla Electric, is used throughout the program to illustrate the impact of management decisions on the firm's stakeholders, profitability, financial structure, and other metrics.

EMI requires a one-week commitment and is held in a comfortable, retreat setting designed to encourage creative thinking and learning. The maximum EMI class size is 20 participants, and each Institute involves a broad spectrum of the NECA membership, including geographic and company size diversity. Attendees must meet certain pre-requisites relating to the core education program to participate in the EMI; these may be met by taking selected MEI or other courses or through on-the-job experience.

The EMI curriculum evolves with the electrical construction industry. Roundtable discussions between class members on topics specifically picked by the attendees are one of EMI's popular features. Topics from 2008 EMI discussions included:

- Project Management—Pre-planning, Selection of Appropriate Personnel
- Project Managers—Bonus Structure
- Human Resources Policies—Hiring, Firing, Vacation Policies
- Market Share—How to Increase
- Multi-Office Coordination
- Family Employees—Strategies for Success
- Motivating Employees and Managing Employee Expectations

For additional information, please contact Greg Mankevich, MEI Executive Director, at 301-215-4550; email gam@necanet.org

Instructor: Tom Glavinich, D.E., P.E.

Executive Management Institute Level II

1.2 CEUs

In 2005, based on interests from attendees of EMI over the past four years, an EMI Level II program was instituted. This course was designed for and by past attendees of EMI classes who suggested a number of new areas that they were interested in exploring.

Previous classes have covered financial data, contract law, and succession planning. Attendance at an EMI class is a prerequisite for attending an EMI Level II Class.

MEI COURSE DESCRIPTIONS

MEI offers courses in three categories: **project management**, **technical management**, and **business management**. Several subjects are covered on two different levels—one focused at the project manager level, and the other at the senior manager, corporate level. Since these course series are designed to progress from one level to the next, we recommended that such courses are offered and taken in order. Such course series include "pre-requisite recommended" in their course descriptions

The registration fees listed are the standard NECA member fees. Chapters scheduling and hosting seminars may establish discounted seminar fees for their members. Chapter members should check for these discounts before registering.

PROJECT MANAGEMENT COURSES

TTT

Electrical Project Supervision (Train-The-Trainer) – Levels I, II, and III Revised 2008

Three-and-1/2-day seminar / No fee for chapter-sponsored participants

2.1 CEUs for each level

Pre-requisite: Each succeeding level requires completion of the previous level course.

The Electrical Project Supervision (EPS) program consists of three integrated levels of instruction. Each level addresses the topic of project supervision, and successive levels are built upon the foundations established at the earlier level. All three levels provide important learning and skills for supervisors with a wide range of responsibilities.

While some materials in one level may be beyond what most foremen might need to accomplish their immediate responsibilities, the program enriches their understanding of the business and process of construction and gives them insight into what might be ahead as they move up the administrative ladder. At times, some material might seem elementary for experienced supervisors, but it allows them to review basics they may overlook with their advanced responsibilities. Another benefit of the program's structure is the peer-to-peer interaction between new and experienced supervisors.

Topics covered include defining the supervisor's role, team building, verbal communication, written communication, performance management, employee relations, safety, production management, planning and scheduling, tool and material management, and understanding costs.

Instructors: Dr. Jerry Rounds and Robert O. Segner, Jr.

Everyone should take this class.

—Brinson Kinzer, Davenport Electric Contract Company

I found that every aspect of the seminar has changed how I approach every day at work. I learned that every minute really counts. I also try to be productive with everything, throughout the day.

—Justin Furtado, Del Monte Electric

Electrical Project Supervision – Levels I, II, and III Revised 2008PM
FS
F

*Three-day seminar / Fee set by sponsoring chapter
1.8 CEUs for each level*

Pre-requisite recommended: Each succeeding level requires completion of the previous level course.

The Electrical Project Supervision (EPS) program consists of three integrated levels of instruction. Each level addresses the topic of project supervision, and successive levels are built upon the foundations established at the earlier level. All three levels provide important learning and skills for supervisors with a wide range of responsibilities.

While some materials in one level may be beyond what most foremen might need to accomplish their immediate responsibilities, the program enriches their understanding of the business and process of construction and gives them insight into what might be ahead as they move up the administrative ladder. At times, some material might seem elementary for experienced supervisors, but it allows them to review basics they may overlook with their advanced responsibilities. Another benefit of the program's structure is the peer-to-peer interaction between new and experienced supervisors

Topics covered include defining the supervisor's role, team building, verbal communication, written communication, performance management, employee relations, safety, production management, planning and scheduling, tool and material management, and understanding costs.

Instructors: NECA Chapter Instructors

Team Building and Performance Management were extremely helpful. I learned a lot in this course, and I'm glad that I attended. The instructors were knowledgeable and kept class moving at a nice pace. I'm looking forward to the next class.

—Chris Carmody, Cannon and Wendt Electric Company

The seminar was very informative, and introduced me to several things that I have not yet dealt with. The ideas on organizational skills and documentation of all things with each job were the most valuable things I learned in the course. Also a complete view of all the costs and expenses of a contractor will be very helpful in the future.

—Ryan Samsil, Beltline Electric

Line Construction Foreman (Train-The-Trainer)

TTT

Program – Level I

Two-day seminar / No fee for chapter-sponsored participants

1.2 CEUs

A two-day intense course consisting of instruction, discussion, and exercises focused on those aspects of supervision responsibilities that are unique to the Line Construction Foreman (LCF). This program is similar in concept to MEI's existing Electrical Project Supervision (inside) program, but has been tailored specifically for line construction. The LCF program is designed to prepare trainers to teach and improve the supervision skills and knowledge of Line Construction Foremen in the field. LCF is an opportunity for input to the future training of Line Construction Foremen for the long-term benefit of the industry.

Instructor: Dr. Jerry Rounds

“This course should be required by the IBEW and NECA before a worker/employee can be a foreman and mandatory for present foreman.”

—Thomas A. Leach, Local Union #126, IBEW

This information is needed and will make a difference to the industry. The program is well thought-out and put together.

—S.K. Pelch, Mountain States Line Constructors

**PM
FS
F** **Line Construction Foreman – Level I**

*Two-day seminar / Fee set by sponsoring chapter
1.2 CEU*

Similar in concept to the Electrical Project Supervision program, the Line Construction Foreman program is specifically designed for Line Construction Foremen (LCF) in a supervisory role. The Level I program focuses on the role of the foreman in the field and covers topics on defining the role of foreman, verbal and written communication, labor relations, safety, tool and material management, contract management, production and performance managements; and various other important issues.

Instructors: NECA Line Chapter Instructors

The entire program was very informative and useful. It should be required for all foreman, lineman and apprentices.
—Chris Bayes, Hamlin Electric

TTT **Integrated Building Systems (IBS) Project Supervision (Train-the-Trainer) Level I**

*Three and 1/2 days – No fee for chapter-sponsored participants
2.1 CEUs*

This course is similar to MEI's Electrical Project Supervision (EPS) Train-the-Trainer course, but it is customized for Integrated Building Systems contractors. Both programs have the same objectives:

- Provide fundamental information vital to success for supervisors, with the theme throughout that knowledge and continued learning are the key to success; and
- Emphasize the important role supervisors perform in the success of projects, and in the success of their companies.

The IBS Project Supervision course consists of a number of modules:

- Introduce the IBS supervisor program;
- Teach the history and development of the program;
- Define IBS, and to develop awareness of the other names by which it may be known;
- Define some key attributes and characteristics of IBS construction; and
- Define and emphasize the key role the IBS supervisor performs in the success of IBS projects, and in success of the company performing IBS work.

Instructor: Robert O. Segner, Jr.

Integrated Building Systems (IBS) Project Supervision - Level I

Three-day seminar / Fee set by sponsoring chapter
1.8 CEUs

This course is similar to MEI's Electrical Project Supervision (EPS) Train-the-Trainer course, but it is customized for integrated building systems contractors. Both programs have the same objectives:

- Provide fundamental information vital to success for supervisors, with the theme throughout that knowledge and continued learning are the key to success; and
- Emphasize the important role supervisors perform in the success of projects, and in the success of their companies.

The IBS Project Supervision course consists of a number of modules:

- Introduce the IBS supervisor program;
- Teach the history and development of the program;
- Define IBS, and to develop awareness of the other names by which it may be known;
- Define some key attributes and characteristics of IBS construction; and
- Define and emphasize the key role the IBS supervisor performs in the success of IBS projects, and in success of the company performing IBS work.

Instructors: NECA Chapter Instructors

Project Management for Electrical Contractors

Four-day seminar
\$800 MEI-Chapter Partnership Online Registration
\$815 MEI-Chapter Partnership Paper Registration
\$1000 Full Service
2.4 CEUs

The project manager is the center point of every construction project. To the project team, the project manager is the boss, the person with the power and the answers. To company officers, the project manager represents the eyes, ears and brain of the project, responsible for completing the work on time, according to specifications, and at a profit. To the project owner, general contractor and other trades on the job, this person is the electrical contractor's ambassador, with authority to act on behalf of the company he or she represents. It is a job with many facets, that requires leadership, technical knowledge, sound judgment, common sense, sensitivity to people, excellent communication skills and a knack for diplomacy.

This four-day program meets the needs of both new and experienced project managers. In addition to formal classroom presentation of management essentials, participants will obtain practical experience by working in small groups on various tasks and case studies throughout the week. Topics covered during the course include defining project management, planning reliability, contract administration, scheduling fundamentals, and benchmarking and quality control.

Chapters have a choice of selecting specific modules from the course to customize and abbreviate the course. Contact MEI staff for more information on course customization.

Instructors: Dr. Jerry Rounds and Robert O. Segner, Jr.

This course was a great introduction to the field and concepts of Project Management. I was provided with some tools to help me and my colleagues. Thank you!

—Julie A. Figurski, Sound Vision, Inc.

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GM **Advanced Project Management Workshop Series: Risk Identification and Mitigation****DM**
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FS*One-day seminar**\$275 MEI-Chapter Partnership Online Registration**\$290 MEI-Chapter Partnership Paper Registration**\$385 Full Service**0.6 CEUs*

The principle role of any project manager is to recognize, predict and prevent project risk in order to achieve the anticipated outcome, profit, of any project. Leveraging the risk reduction capabilities of project managers will enable them to achieve higher system productivity.

This seminar gives experienced project managers an opportunity to explore the types of risk they confront each day. Throughout the session, each participant will have an opportunity to collaborate with other experienced project managers and better understand the role of project management in the business process.

Participants will:

- Understand and recognize the different types of risk they encounter and manage, as well as how these risks impact the business;
- Perform a self assessment of their own project management style and technique as it fits into their company's structure and operations;
- Become acquainted with the industry practices relating to division of roles and interactions between the field supervision, project managers, and corporate executives; and
- Recommend to their company leaders practical policies and procedures for project management which support reduced variation in labor, material and cash utilization.

Instructors: Dr. Perry Daneshgari, Philip Nimmo, or Michelle Wilson

Dr. Daneshgari was very knowledgeable and answered specific questions with clarity and thoroughness.

—Joe Artery, Enterprise Electrical Services

CP **Field Incentive Systems for Electrical Contractors****VP**
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C*One-day seminar**\$275 MEI-Chapter Partnership Online Registration**\$290 MEI-Chapter Partnership Paper Registration**\$385 Full Service**0.6 CEUs*

Incentive systems are increasingly used to increase productivity, and may be the answer to a common complaint of electrical contractors – a shortage of skilled labor. This shortage, coupled with rising labor costs, is forcing electrical contractors to strengthen their efforts to recruit and retain top workers. This course will give managers another tool to strengthen their efforts to recruit and retain the best electricians

This seminar will explore practical methods to share financial incentives to superintendents and electricians in return for increased productivity. Participants will learn the design criteria of a good incentive system, including development of a corporate culture conducive to performance based pay. The seminar will present various types of incentive systems and a step-by-step example for applying such a system to a typical company.

Other topics include tips on how to adapt an incentive system for your company and statistical checks to verify accuracy of the system. Included in the seminar will be a workbook with suggested templates for implementing the system..

Instructor: Russell Walters

Design-Build Methods for Electrical Project Delivery

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Electrical contractors have expanding opportunities in the design-build market, either as stand-alone design builders or as part of a design-build team. This course provides a basic understanding of the design-build process and the challenges and opportunities facing an electrical contractor when project responsibility includes both design and construction.

The course covers the various design-build organization options, how to manage the design process, methods of procuring outside design services, design considerations and documentation, and differences between design-build and traditional design-bid-build contracts. It will also help project managers, estimators, project executives and owners of electrical contracting firms assess their design-build capabilities and opportunities in their market.

Instructor: *Tom Glavinich, D.E., P.E.*

In a recent NECA survey, 85% of the respondents said the design-build is the wave of the future for the construction industry. In 2004, both the Future Leaders Conference and Members of the Academy of Electrical Contracting highlighted design-build as one of the major trends facing the electrical contracting industry in the next three to five years.

Developing an Electrical Safety Program

One-day seminar

\$440 MEI-Chapter Partnership Online Registration

\$455 MEI-Chapter Partnership Paper Registration

\$600 Full Service

0.6 CEUs

Developing an electrical safety program can be an enormous undertaking for a company. There are three steps required to provide a comprehensive electrical safety program for a company: understanding the OSHA regulations; converting the regulations into electrical safety requirements; and converting the applicable requirements into an electrical safety program that is both comprehensive and cost effective.

This course provides a logical step-by-step approach to achieve this goal. The steps include identifying the electrical hazards in the workplace, performing a site assessment to determine which task and procedures apply to the participants company, and formulating a logistical plan to address these issues.

Topics include strategies to provide protective schemes and procedures for work tasks, assembling and distributing electrical safety books and material, and maintaining required recordkeeping. A sample electrical safety program is included with applicable checklists that can be utilized as the foundation of a company's program. Included in the price of this seminar are several useful publications from the National Fire Protection Association, including The Electrical Safety Program Book, NFPA 70E Standard for Electrical Safety in the Workplace, and a Student Workbook.

Instructor: *Joe O'Connor*

Our company is new, so all the information presented was very helpful.

—Daniel Poole, Northern Powerline Constructors, Inc.

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CP **Fundamental Construction Law for Electrical Project Managers**
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One-Day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

This course is designed for construction superintendents, junior estimators and on-site project managers. The course takes attendees step-by-step through the "life" of a construction project, addressing the legal rights and responsibilities of the general contractor, electrical subcontractor, owner and design professional. The course focuses on how contracts work and how to manage, in the field, the risks associated with typical subcontracts.

Course topics include basic principles of contract formation (offer, acceptance, consideration); use of form contracts; principal types of construction contracts; defining and interpreting the terms of a construction subcontract; determining which documents constitute the subcontract; and delay, disruption and acceleration.

A new component of this class will include a review of recent court decisions and legislation affecting contractors in the state in which the class is held and how they affect your business.

Instructor: Gerald I. Katz, Esq.

Very informative to me in my job reviewing contracts. I look forward to taking the Advanced Construction Law seminar in the near future.

—Brent Fatzinger, Abbot Electric, Inc.

I've been coming to NECA classes since 1981 and this is the best one I've attended.

—Mark Belcher, Service Electric Inc.

CP **Advanced Construction Law for Electrical Contractors**
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One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Prerequisite: Fundamentals of Construction Law or permission of instructor

This course is designed for mid- to senior-level construction professionals normally working off-site in a corporate executive and/or more experienced project management role. While Fundamentals of Construction Law focuses on basic legal principles in the construction industry and issues associated with field project administration, the Advanced course provides a more detailed review of the legal aspects of subcontract negotiation and project performance focusing on such areas as negotiating favorable subcontract terms, documenting and proving claims, calculating damages, insurance and warranty issues and bonds and liens.

Instructor: Gerald I. Katz, Esq.

Course materials well organized and informative. Case examples helpful in illustrating concepts and points.

—Ted Klunk, Comtel Systems Technology, Inc.

Quality Management for Electrical Contracting

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Today, an electrical contractor's customers demand quality installations that meet their needs and expectations. They want to know that the electrical contracting firm has the processes and resources in place to meet their demanding schedules, performance requirements, and budgets. In addition, competition and other pressures are requiring electrical contracting firms to become leaner and more efficient in their operations.

Quality management, which includes continuous process improvement and quality assurance (QA), will help the electrical contracting firm respond to customer, employee, and supplier needs. This seminar will address:

- What is quality in electrical contracting?
- Linking quality to results
- Designing an effective quality management system
- Quality assurance based on ISO 9000
- Process documentation, analysis, and improvement
- Managing processes – not people and things
- Continuous improvement – how to achieve it; and, assessing your firm's quality management system

Instructor: *Thomas Glavinich, D.E., P.E.*

Good basis to start improving existing system; all takes time, but this time will result in quality and profit. Good effort Tom.

—Dennis Sharkey, Albarell Electric, Inc.

Conflict Prevention and Resolution: From Expedited Job-Site Issue Resolution to Enhanced Claims Negotiations

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Electrical contractors understand that conflict is inevitable, whether it be within your company or in interactions with other contractors or owners. This seminar will present a set of techniques and strategies that can be used to resolve a range of construction-related disputes by reaching an understanding of the sources of conflict, individual approaches to conflict, and through the use of Alternate Dispute Resolution (ADR) techniques. The session also develops skills by engaging participants in interactive conflict prevention and dispute resolution simulations.

This session will address the life cycle of conflict; what ADR is; avoiding dispute on construction projects; the role and benefits of “partnering” for electrical contractors; the use of Dispute Review Boards; selecting the appropriate ADR option; and dealing with structural conflicts in and between organizations.

At the conclusion of this seminar, participants will understand means for preventing conflict; the range of dispute resolution procedures that are available for resolving disputes; develop the ability to choose appropriate dispute resolution procedures for particular problems; enhance their own skills for resolving a range of disputes involving internal and external parties; and identify when third party assistance is appropriate, and how to obtain it.

Instructor: *Frank Carr, Esq.*

The hands on approach with tasks were good learning tools.

—Steve Wilson, B&D Electric Company Inc.

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Sub-Contractor vs. General Contractor Material Purchasing

NEW

One-day Seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Procurement in the construction industry has primarily been a function of the specialty contractor. Currently, a few general contractors have attempted to purchase material directly from manufacturers. This operational philosophy has its roots in bulk-purchasing and vertical integration. Cost and effects of direct purchasing on the project owner were not clearly defined. This workshop investigates the prevailing, existing, and alternative models of procurement to determine which model offers the best value to the end-customer. The workshop introduces a new and more efficient procurement model, which will help decrease cost and increase profits for all the stakeholders. The participants will be introduced to three procurement chain models that are being practiced in the construction industry, (1) Specialty Contractor Procurement, (2) Model; General Contractor Procurement Model, and (3) Owner Procurement Model.

The proposed new model suggests methods to eliminate waste and inefficiency in the supply chain. Contractors can capitalize on the procurement methods suggested in this model to more effectively work with suppliers and customers. The workshop participants will be able to use this knowledge to assess both the weaknesses and strengths in their procurement management practices. By reducing the cost associated with procurement, contractors will be in a position to outperform competition and increase profitability.

Instructor: Perry Daneshgari / Staff

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Design of Effective Work in Process Calculations

NEW

One-day Seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Construction contracting is one of the most rewarding yet challenging professions in the world. It is one of the few professions that requires massive up front investment prior to actual cash inflow. Rule of thumb for any project start up is 30% of the total value of the contract has to be available for up front investment before any billings. In fact most of the projects do not become cash-flow positive until the last 5-10% of the job. The dilemma that the contractors face in income, cash-flow, billings and expenditures requires a constant balancing act. The contractors need a system that allows them to see cash-out, billing and cash-in, in order to manage their daily activities. Unfortunately, neither the accounting nor the estimation data can help create a visible and responsive process for Sales, Billings and Cash-Flow. The fact of the matter is that the sales of a contractor have nothing to do with its billing. This small misunderstanding could cost the contractors tens of thousands of dollars in revenues and taxes. The main attributes of this seminar are, but not limited to, basic elements of Work In Process (WIP), required update areas of WIP, and how to create a WIP report.

Instructor: Perry Daneshgari / Staff

TECHNICAL MANAGEMENT COURSES

Basic Estimating of Electrical Construction

4-day seminar

\$600 MEI-Chapter Partnership Online Registration

\$615 MEI-Chapter Partnership Paper Registration

\$825 Full Service

2.4 CEUs

Prerequisites recommended: an understanding of electrical construction and the application of electrical material. NECA has created a one-hour online course, Introduction to the NECA Manual of Labor Units, that is now required for all Basic Estimating class participants before they take this course. The online course provides clear instruction on the proper application of the NECA Manual of Labor Units when estimating electrical construction projects. This course is a recommended prerequisite for the Advanced Estimating Class.

This course is for those with little or no experience in estimating and those seasoned estimators looking to hone their skills. This course is a must for those who find themselves frustrated by the current bid market and continue to question their efforts in compiling a “competitive” bid. The principles taught will help you eliminate careless mistakes, which can cost your company its very existence.

Materials include textbook, Manual of Labor Units, reference books, sample drawing, and specification and work sheets for each student. Through this course, contractors and estimators will learn how to properly apply the labor unit data to a specific material installation. It contains helpful information about the origin of the labor units, the proper application of the data and how one can use these labor units to competitively bid electrical construction projects. Completing the online class prior to attending Basic Estimating allows all students to have the same information prior to the classroom instruction and reduces the time they spend in class.

Topics covered are labor factoring for job conditions, basics of material takeoff/expanded material takeoff, labor units applied to material takeoffs, bid documents, organizing an estimate for control, and more.

Instructor: Bob Mooty and Staff

The seminar was organized well and it gave me direction as to what to study on my own to be a good estimator.

—Rich Deuter, Current Communication Electric

Bob was an excellent. His knowledge on estimating is above and beyond! I came into this with very little knowledge of estimating, but now feel more comfortable in reviewing floor plans, take offs, and especially the Manual of Labor Units. Thank you Bob!

—Melissa Hurley, Cable Communications, Inc.

The information on the organization/order to take jobs off and the explanation of the different NECA forms were most valuable.

—Edwin Wright, NABCO Electric, Inc.

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Advanced Estimating of Electrical Construction

Two-day seminar

\$520 MEI-Chapter Partnership Online Registration

\$535 MEI-Chapter Partnership Paper Registration

\$630 Full Service

1.2 CEUs

Pre-requisite recommended: Basic Estimating of Electrical Construction or permission of instructor

This course is designed to assist the student in all phases of the estimating process, beginning with identifying desirable bid opportunities in conjunction with analyzing the company's capabilities to insure profitable results. The course covers all phases of preparing a competitive bid, including the many-times-ignored hidden costs in the bid documents.

The course material includes NECA's Productivity Studies. These recently revised studies quantify the impact of adverse working conditions on electrical constructors and will be used during the course to solve real life case studies.

The course concludes with an overview of the estimator's role at the pre-construction meeting. The long-term goal is to increase the estimator's confidence and efficiency while improving the company's profitability.

Instructor: Bob Mooty

This class is just what I needed to further my skills set for estimating.

—Mike McMahon, MAC Electric

Course gets deeper into estimate and deals with some items you would not normally consider.

—Dale McNitt, Celectric Electrical Corporation

The interaction with other contractors was priceless. The knowledge shared during this course will help the entire industry.

—James Schwab, Arrow Electric, Inc.

Bob's background and delivery style are great! He relates his personal experiences as well. Bob does an excellent job of getting the students to interact. I will be implementing several ideas and concepts from this class when I return to the office.

—Travis Smith, Jordan-Smith Electric Company, Inc.

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How to Avoid Killer-Jobs by Improving Estimation Accuracy

One-day Seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Prerequisite recommended: Basic Estimating of Electrical Construction

Estimation accuracy is vital to a contractor's survival. One wrong estimate could lead into a major "Killer-Job," which can erode the entire company's profits. Hit ratios and accuracy of estimation can be improved by application of unique data-mining method and statistical process control. Using the historical data from accounting, estimation and job tracking, the contractor's owners and estimators can improve their estimation accuracy cost code by cost code and increase the predictability of their estimated labor units per job.

The participants will learn how to mine the existing database to identify the company's overall productivity performance. The data analysis will then be used to improve the estimation accuracy based on the company's overall performance. The following topics will be covered in detail:

- Data analysis of Estimation, Accounting and Job Tracking
- Applied statistics for contractors
- Methodology for interpretation of data

The participants will be introduced to:

- Data mining technologies
- Application of statistics to estimation data
- Creation of bar, box and run charts for analysis
- Interpretation of data graphs

This course is a hands-on workshop. The participants will work with real data and learn how to sort and use the data analysis tools.

Instructors: *Dr. Perry Daneshgari and Michelle Wilson*

Overall the best seminar I have attended as a NECA member. Very relevant and interesting throughout. Phil did a superb job.

—Dennis Fontaine, Universal Electrical Services, Inc.

CSI MasterFormat

Four-hour seminar

\$220 MEI-Chapter Partnership Online Registration

\$235 MEI-Chapter Partnership Paper Registration

\$330 Full Service

0.3 CEUs

Did you used to think that keeping track of 16 (or maybe 17) MasterFormat Specifications Divisions was difficult when bidding a job? What about the 50 sections now included in MasterFormat? Ever wonder if you were taking advantage of, and bidding on, every service your company can offer? Did you ever lose out on all that new “high-tech” work to those other guys because you didn't know it was in the specifications or where to look for it? If you answered “yes” to any of these questions, this course is for you.

In June 2004, the Construction Specifications Institute (CSI) published its new MasterFormat for Construction Specifications, consisting of a series of six- to eight-to 10-digit numbered Sections in each of 49 technical Divisions and one “Procurement and Contracting Requirements” Division (00). This four-hour intensive seminar will lead you through the changes being implemented in the construction industry by the adoption of this new format. It will also address how these changes will be affecting the electrical industry, the construction documents you will soon be bidding on, and the “tools” you use for preparing your bids. You will learn:

- Who is adopting these changes;
- What these changes include and add;
- When you'll start encountering these changes;
- Where to find everything; and
- How to navigate and use the new format.

This seminar is aimed especially at those who prepare take-offs and bids, supervise multi-trade construction projects, and/or are responsible for their company's income and business growth. The seminar will prepare participants for a proactive response to the changes.

During this seminar, we will thoroughly review the new format and representative documents, paying particular attention to those new and relocated Divisions and Sections that apply to electrical construction. With this expanded knowledge, you should be in a better position to use the industry wide documents, converting to the new MasterFormat and not lose out on the new opportunities being afforded to Electrical Contractors by this reorganization.

Instructor: *Thomas C. Montgomery*

GM **Pre-Construction Planning Process**

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One-day Seminar
\$275 MEI-Chapter Partnership Online Registration
\$290 MEI-Chapter Partnership Paper Registration
\$385 Full Service
0.6 CEUs

A recent study by Dr. Awad Hanna at the University of Wisconsin-Madison for ELECTRI International showed increased profit margins and projects success by following a comprehensive formal pre-construction planning process. This seminar will assist participants in developing a formal pre-construction planning process that extends through the three project stages: bidding, pre-construction and project execution.

The seminar will also include major principles for successful implementation of pre-construction planning. Electrical contractors will be presented with a comprehensive set of pre-construction activities (over 90 activities) that can be tailored to fit all project sizes and all project risks. Best pre-construction planning practices that are currently utilized by the nation’s top electrical contractors will also be presented.

Instructor: Dr. Awad Hanna

I got a lot out of the entire seminar. Dr. Hanna as usual, more than met my expectations.

—John A. Bishop, Tore Electric Company, Inc.

GM **Principles and Practices of Project Scheduling**

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One-day seminar
\$275 MEI-Chapter Partnership Online Registration
\$290 MEI-Chapter Partnership Paper Registration
\$385 Full Service
0.6 CEUs

The course offers a comprehensive overview of basic scheduling concepts and their applications to electrical contracting, including the use of arrow and precedence diagrams and bar charts and computational techniques used in precedence networks. Resource loading, the use of the schedule as a project management tool, and the communication of scheduling information will also be discussed. Topics covered include basic scheduling concepts, project and work breakdown structure, scheduling concepts, bar charts and the two-week look-ahead, and activity duration and scheduling.

Instructors: Dr. Awad Hanna or William Edwards

One of the best seminars I have attended. This seminar provided me with up-to-date information and new resources that I will be able to use.

—Jaime F. Losa, Schrock Electric, Inc.

Very informative, inspiring for the use of very logical and practical approaches to scheduling and cost management.

—Steve Vidito, Christenson Electric, Inc.

Short Interval Scheduling

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Labor management is the highest risk in Electrical Contracting. Most of the issues that labor faces in their daily work are hidden from management. With 3-day scheduling, all these issues become visible and project management and management of the company can improve on them to improve job productivity.

Students will learn hands-on, simple methods and tools that can be used to schedule their jobs, and how to identify the obstacles and reduce labor waste which can improve job productivity by better than 30%.

Each of the following items will be introduced, explained, and applied to allow the students to tie their in-course progress to the learning objectives:

- Impact of scheduling on their job productivity
- Tracking forms for 3-day schedule, and hands on creation of tracking forms
- Charting of the data
- Analysis and interpretation of the charts

The creation of the data analysis tools will be judged against correct usage of the statistical tool and the students will be tested on what they will do with the analysis once they have correctly designed the data analysis tools.

Instructors: Dr. Perry Daneshgari and Heather Moore

Change Orders in Electrical Construction

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Most electrical contractors agree that one of the industry's most vexing problems is the change order. Changes which significantly alter the nature of the work or the materials to be installed are highly disruptive; so are substantial numbers of allegedly "insignificant" changes. In many cases, changes alter the sequence of scheduled activities. Often they require rework of installations, which have already been completed in order to accommodate the new design.

Change orders usually divert some manpower and equipment needed for the original contract work. In addition to these expensive impacts on unchanged work, each change order is generally much more expensive to perform than an equivalent amount of work in the basic contract. Understand and minimize these impacts by attending this course.

Instructor: Dr. Awad Hanna

I thought the seminar was excellent! Definitely opened up my eyes to information I didn't know. Very useful in the field and office staff. Thank you!

—Carla Reinhart Jones, MCM and Associates

This seminar was excellent. I would recommend it highly. I especially enjoyed the information on tracking and factors pertaining to overtime.

—Kent Levesque, NATELCO

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GM Introduction to Structured Cabling Systems

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One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

This course introduces the electrical contractor to structured cabling systems through an explanation of concepts, terminology, architecture, cabling system elements and standards. It includes discussion of the requirement for telecommunications pathways and spaces, bonding and grounding, and the administration of cabling systems. The course is a recommended prerequisite to the Estimating Basic Structured Cabling course for those electrical contractors who are new to the structured cabling systems segment of the market.

Instructor: Steve Krieg

GM Estimating Basic Structured Cabling Systems

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Two-day seminar
 \$400 MEI-Chapter Partnership Online Registration
 \$415 MEI-Chapter Partnership Paper Registration
 \$600 Full Service
 1.2 CEUs
Pre-requisite recommended: Introduction to Structured Cabling Systems

This program challenges the student to apply acquired knowledge in the completion of structured cabling estimates. The course begins with the concept and processes necessary for performing the basic task of estimating material and labor costs for structured cabling systems. The student is introduced to telecommunications cabling system components and step-by-step procedures are discussed for configuring structured cabling in commercial buildings. The estimating process is then described in detail.

The student reviews and responds to a mock RFP and produces estimates for a structured cabling installation in a single-story building and a multi-story building.

Instructor: Steve Krieg

GM Managing Construction Delay Claims

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One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Construction delay claims can impact any electrical construction project. Delay claims can ruin schedule and budget and add enormous burden to electrical contractors. The nature of the electrical contracting industry is conducive to schedule delay situations because delays caused by the general contractor and other specialty contractors are commonly passed to the electrical contractors.

This one-day seminar will cover the basics of construction delay claims including types of claims and delay claim management. The seminar will show you how to minimize delay claims, how to prepare and present your side in a clear and persuasive manner. Topics covered in this seminar include: causes of delay claims; preparing, analyzing and presenting delay claims; "pacing" delays; and how to avoid and minimize delay claims.

Instructors: Dr. Awad Hanna or William Edwards

Managing Field Productivity to Improve the Bottom Line

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

The electrical construction industry is a high-risk and labor-intensive industry. The most volatile cost element facing specialty contractors, even the smallest firms, is field labor productivity. This course will address many of the issues and new concepts necessary to successfully increase the productivity of on-site craft labor. Productivity involves not only labor, but also materials, equipment, and management. All are necessary, but improving craft labor performance is the most advantageous.

Participants will know how to plan, measure, and take corrective action to increase field productivity, understand “real life” tools and techniques that will lead to increased productivity and more profit from projects, and be ready in the firm to implement and measure the results of what has been learned.

Topics include productivity measurements and principles of improvement, identifying, quantifying and allocating risk factors affecting productivity, pre-job and pre-task planning, and tricks of the trade to cost-effectively measure field productivity.

Instructors: *Dr. Awad Hanna or William Edwards*

Most valuable were the topics on importance of pre-planning and communication between everyone involved in the project from start to finish.

—Greg Germ, WC Teas Company

This seminar will help my company to better plan and track jobs and provide us with ways to improve field productivity and ultimately the bottom line.

—Bob Reynolds, Reynolds Electric Company

Excellent information! I plan to send two more Project Managers to this very same seminar.

—Randy Rema, Reese Electric, Inc.

The information from this seminar will be a huge value to our company and to my future. I was very pleased to see that the information provided wasn't just opinion, but based on factual analysis.

—Gabe Deurloo, Teichert Construction, Inc.

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Productivity Plus: Changing the Way You Work to Reduce Waste and Improve Safety and Productivity

NEW

Four-hour seminar
 \$220 MEI-Chapter Partnership Online Registration
 \$235 MEI-Chapter Partnership Paper Registration
 \$325 Full Service
 0.3 CEUs

A significant majority of contractors believe that they can improve field productivity through better management, yet many are frustrated by the lack of measurable progress. Likewise, many compliance focused contractors are finding it increasingly difficult to improve safety performance to reduce costs and meet the demands of tougher and tougher customer requirements. What's more, many contractors are unaware of the true burden of accidents and accident costs on their bottom line, or the impact and risks of changing workforce demographics.

By challenging many traditional methods, this seminar educates participants to identify waste in the field. This seminar explains the practical use and benefit of proven quality management techniques, leaving field leaders with several simple tools to use to identify and act on the small opportunities all around them everyday - resulting in dramatic productivity, quality and safety improvements. In this half day course, leaders will come to view the complete cost of accidents differently as well as the demands and impact of changing workforce demographics.

Instructor: Matthew Pierce

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Managing Schedule Acceleration

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Schedule acceleration is a common problem for electrical subcontractors. The acceleration is often the result of events that occurred early in the project sometimes before construction begins. The economic consequences of acceleration are quite significant, and for the contractor to avoid or minimize the consequences, a holistic approach must be taken. Unfortunately, most published literature and resource material concentrates on legal theories and methodologies to quantify labor inefficiencies. Little information is available to help a contractor understand, recognize, manage, or avoid acceleration.

This seminar presents a holistic or systems view of the schedule acceleration problem. Topics include assessing the contractual risk associated with acceleration, evaluating the completeness of contract documents, recognizing impending acceleration in time to take action, effective steps in managing acceleration, elements of cost, quantification of labor inefficiencies, and negotiating losses of labor efficiency. The presentation format makes liberal use of tables, figures, photographs, case studies, and workshop exercises.

Instructor: Bob Mitchell

Earned Value Analysis

One-day Seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

To successfully manage a project, electrical contractors need to know when and where the job man-hours are deviating. Earned Value Analysis (EVA) is one of the most powerful tools in the electrical contractor's toolkit. This seminar presents the fundamentals of EVA and how it can be used to develop manpower loading charts, how to track and measure percent complete, how to predict the job outcomes when the job is just 20 percent complete and how to compare your performance to industry benchmarks.

The seminar will also present a comprehensive job tracking system based on tracking project man-hours. A simplified and accurate job tracking system for small and medium size electrical contractors will be also shown in this seminar. This seminar will show real-life examples of good jobs and bad jobs and will shows how you can analyze and detect early warning signs, and what is the appropriate course of action when the project is in trouble.

Instructor: Dr. Awad Hanna

I felt that there is a lot of information that I picked up which I will be able to use on my next big job.

—Joseph Kaluhiokalans, Aloha Communications Contractors

Proving, Pricing & Defending Differing Site Conditions Claims

NEW

One-day Seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

This seminar explains about the lively and urgent topic of differing site conditions, and is a must for anyone working on renovation and underground utility projects. This seminar will also help you to further develop your skills in preparing, negotiating, preventing and defending change orders and claims as well as teaching you the "best practices" for owners, designers, and contractors, and proven techniques for successful claims resolution for this very complex type of claim. It simplifies the mysteries of Type I and II Differing Site Conditions and their winning strategies. The seminar includes two very interesting actual interactive case studies.

Instructor: Anwar Hafeez

Evaluate and Price Inefficiency Claims

NEW

One-day Seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

In this seminar you will learn how to price and evaluate the hardest type of construction claims cost, i.e. inefficiencies. Contractors learn the specifics of how to construct a winning claim, and how do owners, architects and engineers evaluate claims. This seminar includes actual case studies. Problems are solved including the calculation of inefficiencies related to overtime, learning curve, trade stacking, over crowding, excessive change orders, measured mile, weather, etc. These techniques apply both to public works projects and private commercial projects, and provide valuable insight to increase your profits and protect your bottom line.

Instructor: Anwar Hafeez

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Design for Value Engineering to Increase Job Profits

NEW

One-day Seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

To improve job profits, a very detailed Value Engineering is necessary. Only contractors that can improve productivity through better management of time, cost and quality will increase backlog's profits. Reduction of risk early on in the project will help to improve profits.

This course addresses: Identification of job risk; labor risk prediction; procurement planning to reduce labor cost; safety plan; technical risk reduction; business risk reduction; and integration risk reduction. This full day course will teach the project managers, estimators and field foremen to identify and reduce all the applicable risk early on in the project start up. Participants will learn the implementation steps for an effective and consistent Value Engineering process, which will improve productivity and profits of the projects.

Instructor: Perry Daneshgari

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Lean Construction in Electrical Contracting

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

The purpose of this one-day workshop is to teach electrical contracting project managers and superintendents how to improve productivity through a focus on lean construction principles. Lean construction is a shift in a thought process towards collaborative project efficiency and quality to promote delivering a project to clients by maximizing value, and minimizing waste while pursuing perfection.

The goals in providing this product are improving productivity through:

- Constant simplification of processes
- Encouraging input and collaboration from all project team members
- Decreasing waste
- Increasing efficiency
- Creating predictable work flow:
 - o Complete small batches of work allowing the project to flow smoothly and allow craftsmen to maintain consistent production with no idle time
 - o Throughput is more important than point speed and productivity
 - o Strategy—reduce workflow variability then go for speed to increase throughput
 - o Reduce material and tool inventory

The workshop focuses on tools to achieve these goals and help the attendees start developing their thought process shift toward the concepts required to improve productivity through applying lean construction principles.

Instructor: Mark Federle

BUSINESS MANAGEMENT COURSES

Two Generations = Better Management of Your Business

Four-hour seminar

\$220 MEI-Chapter Partnership Online Registration

\$235 MEI-Chapter Partnership Paper Registration

\$325 Full Service

0.3 CEUs

The goal of this seminar is for participants to learn how two or more generations in one business can work together to achieve greater success through maximizing their collective abilities. The seminar will provide participants with an understanding of generational characteristics and differences and other roots of conflict. The seminar will also focus on how each generation looks at work and the personal assets and liabilities each generation brings to the company. In addition, participants will be shown how to create strengths from differences, and action steps to develop inter-personal contracts. Finally, this seminar will show participants how “my” generation can benefit from “your” generation and vice-versa.

Instructor: Stephen D. Wilke, Ph.D. or Dieter Zander

Speaking For a Lasting Impression

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

This program will enable contractors to develop their presentation skills. We will address understanding the adult audience, develop a dynamic delivery, speaking with conviction, and presenting with purpose. This is a workshop based program with lots of exercises to help the participants hone their presentation skills. This is an excellent program for design-build contractors and IBS contractors that make formal and informal presentations to their customers whether they are general contractors, construction managers, or the end user. You know you have the best product to offer, now make sure your customers know it as well.

Instructor: Bob Mitchell

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CP Empowering Employees and Setting Performance Expectations

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One-day seminar
\$275 MEI-Chapter Partnership Online Registration
\$290 MEI-Chapter Partnership Paper Registration
\$385 Full Service
0.6 CEUs

This seminar explains the differences between commitment and compliance motivation, the four principles to give someone a sense of confidence and self-esteem, a matrix for identifying what people need in order for them to lead, a dialogue to transfer power to others, and a model of situational leadership. The second half of the course teaches people to confront behavior that fails to meet your expectations, understand the importance of discipline and conformity in building trust, develop a set of non-negotiables for those whom you lead, practice the skill of harnessing harmful behavior, and applying the skill to back-home situations.

Instructor: Bob Mitchell

The valuable part to me was the discussion about confronting and harnessing negative behavior, especially the steps in harnessing negative behavior.

—Jamie Fischer, Edwin Heim Company

CP Hard-Hat Productivity: The 9 Critical Factors for Maximizing Profits

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One-day seminar
\$275 MEI-Chapter Partnership Online Registration
\$290 MEI-Chapter Partnership Paper Registration
\$385 Full Service
0.6 CEUs

To be successful is to be productive. When we filter out all the roadblocks and unnecessary diversions, we are left with the ingredient that makes great companies tick: Productivity. In short, if the company can be effective and efficient, they will be productive. The roadmap to that type of success is possible through the use of the 9 Critical Factors:

1. Journey to Excellence: Building trust, commitment and delivering values.
2. Hard-Hat Basics: Planning, organizing, communicating, checking & measuring.
3. Teamwork: Creates synergy and employee involvement.
4. Leadership: Establish a positive work climate and "Peak Performance Focus."
5. Organization: Creating process and alignment between the office and the field.
6. Motivation: Getting people to want to do their best work everyday.
7. Customer Satisfaction: The customer is the designated driver; move toward customer service excellence.
8. Developing People: How to retain good employees.
9. Managing Change: Becoming a positive "change agent."

This program will review the 9 Critical Factors and teach the seminar participants how to implement these factors in the workplace.

Instructor: Norb Slowikowski

This was an excellent seminar! Norb knows the material and presents it well. He relates the information to our industry very well.

—Todd Lyden, API Electric Company

Great refresher! Valuable information for anyone in business. Great information for the not-for-profit as well as the for-profit sector.

—Tom Millay, Chapter Manager, Southern Indiana Chapter NECA

Market Planning/Consultative Selling

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

All contractors want new, profitable contracts and accounts. Wishing and hand wringing won't bring the desired results nor is the time to act when you have lost your #1 account to a competitor, or when the plant that has been your "golden goose" is closing due to overseas competition. The time to be pro-active is now.

This program is presented by a retired NECA contractor with over 30 years of experience and is all about real contractor issues, challenges and answers. You will learn the specifics of developing and implementing a Market Plan for your company. You will determine your Competitive Advantage and a program to get more business by targeting the best opportunities. In the Sales portion, you will explore the business development process from the customer's point of view with the goal being relationship building and partnering instead of just taking bids. We will discuss prospecting, networking, proposal preparation, decision modeling, relationship building and customer maintenance.

Successful implementation of your Marketing Plan and Strategy will result in growth in new markets, sustained or expanded established business, and increase the ratio of your negotiated work. This program is applicable for executives of growth-minded traditional electrical contractors of all sizes plus VDV, line and substation builders, and contractors with branch office operations.

Instructor: *Larry Walker, P.E.*

The vast experience and overall knowledge of the presenter gives validity to the topic. The material presented was organized and explained on a good level. I would recommend this to any group of contractors.

—Todd Casteel, W. R. Casteel Co., Inc.

It is always great to have an instructor teach something that they have 1st hand experience. Great class—very informative.

—Mike McCormack, RMF Nooter Corp.

Communicating Effectively With Difficult and Challenging Personalities

Four-Hour Seminar

\$220 MEI-Chapter Partnership Online Registration

\$235 MEI-Chapter Partnership Paper Registration

\$325 Full Service

0.3 CEUs

In this seminar, participants learn how to communicate effectively face-to-face with pressure sensitive and time-stressed individuals – in both the working and non-working environment. Having tested some 3,000 professionals in seven countries in communications styles, the instructor describes how participants can apply four dominant communications styles to enhance communications with the most difficult personalities. He presents specific steps to take to cope with four common, difficult behaviors.

At the completion of the seminar, participants will:

- Understand how to communicate effectively face-to-face with pressure and time-stressed individuals.
- Learn how to deal effectively with behavior ranging from the very aggressive to the most passive.
- Acquire skills to confidently communicate their point-of-view to the most challenging of personalities.

Instructor: *Byron Sabol*

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Leadership Dynamics

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

This seminar is uniquely designed to help aspiring leaders (foremen, superintendents, project managers) to get ready for their new challenges and responsibilities. This program will build on your existing leadership skills, and it will show you how to use leadership as a strategic tool.

This seminar will show you how to influence others, interface with other players in the construction process, and provide you with strategies for creating an Action Arena that maximizes productivity and profitability on the job site.

The class emphasizes five basic leadership skills:

- Developing Leadership Power
- Communicating Effectively
- Organizing the Work
- Managing Performance
- Building Teamwork

This seminar will help you create a plan for continuous improvement. In sum, you will learn how to inspire and influence your people to achieve desired results through effective teamwork.

Instructor: Norb Slowikowski

The seminar offers some viable alternatives to some very difficult problems in the industry.

—Bradley Baker, Midwest Electric Company, Inc.

Excellent course! A very eye-opening experience! Every electrical contractor should take this course as a means to gaining a competitive advantage in our highly competitive market.

—Dennis G. Rocque, IBEW Local 1579

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A Strategy for Improving the Electrical Contracting Industry

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

The current relationship between the profit pools of the electrical contracting industry (architect, general contractor, electrical contractor, supplier, and manufacturer) has an antagonistic nature. Like every other industry that has benefited from reduction of win-lose relationships, electrical contracting can improve overall profitability by reduction of non-value added friction among its stakeholders.

The self-serving relationship starts with architects and continues to general contractors, electrical contractors, suppliers, manufacturers and subcontractors, ending with a higher cost for the customer and lower profit for everyone. There is strong mistrust among the stakeholders of this profit pool. The win-lose situation is costly and counter productive.

This workshop concentrates on:

- Identifying the root cause of current relationships;
- Looking for existing collaborative models in other industries; and
- Helping identify the electrical contracting industry's role to develop a new industry model.

The workshop will enable the participants to understand the emerging operational models in the areas of:

- Total Procurement Strategy (TPS)
- Project Management
- Organizational Structure
- Technology and trends

Workshop participants will be able to assess their current capabilities, plan a strategy, and incorporate a new operational model in their companies.

Instructor: Dr. Perry Daneshgari

The Case of the Disappearing Bottom Line: The Story of a Contractor in Trouble

Four-Hour Seminar

\$220 MEI-Chapter Partnership Online Registration

\$235 MEI-Chapter Partnership Paper Registration

\$325 Full Service

0.3 CEUs

What happens when things start to go wrong in a construction company? This is the story of a construction company's life – where they started, how they got in trouble and how they recovered. This is the story of a real contractor! What happened to this company provides lessons for us all.

Participants are presented with basic information about this company and given the tools to analyze what's going on. They do the analysis. They make the recommendations. Then – and only then – do they find out what this company actually did. By the end of the program, everyone knows:

- Who determines the real profitability of a construction company?
- What effects even a small estimating “bust” can have on a company.
- What happens when a change order is dealt with improperly?
- Communication – everyone talks about it, but does it have any real effect on profitability?
- Where do you draw the line between construction and accounting?
- The key steps everyone in a company must take to ensure future profitability.
- How to change a losing situation into a winning one.

This course is geared more towards project managers and others with financial responsibilities at an electrical contracting company.

Instructor: Fred Furland

Great for any management individual—estimating to project management—owners and CEO's.

—Joe Thompson, Belknap Electric

Presentation well honed. Very well done! This seminar is a great eye opener as to how things can go wrong.

—Larry D. Navarrete, Excellence Electric, Inc.

Most valuable—Seeing the ripple effect that even small adjustments or mistakes can have on the financials.

—Mike Helgeson, A. A. Hanson Electric

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GM **A Turn for the Worse: The Story of a Good Construction Company Going Bad**

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 \$220 MEI-Chapter Partnership Online Registration
 \$235 MEI-Chapter Partnership Paper Registration
 \$325 Full Service
 0.3 CEUs

This program is designed for key members of the project team – superintendents, project managers, and estimators. In a four-hour presentation, participants are shown how the "three P's" of a construction company must work together: people, projects, and profits. Participants learn what a profit is and how it is determined. They gain an understanding of their role in the bigger picture. They learn that their projects, what they think about their projects and what they tell management about them have repercussions throughout the entire company. They learn that what happens on one project affects every employee in the company.

The program is told in story form with the participants playing the role of a new general manager. This story is about a real construction company that encountered real problems and makes a huge impact in how the participants deal with the situations presented to them.

Instructor: Fred Furland

Instructor had a very good understanding of electrical business.

—Bradley Boss, API Electric

CP **Strategic Planning for Electrical Contractors**

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 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Most of the operations in electrical contracting companies are short-term focused. Long-term planning and stability of the company is not a major strength of the current electrical contracting operational model. This course will teach the process and techniques of mid to long-term planning. Specifically, this course will teach companies how to plan for financial, operational and resource longevity and stability.

This course will enable the participants to understand the emerging operational models in the areas of increasing profitability; increasing productivity; new markets; partnership with suppliers and manufacturing; training needs for supervision; and sub tracking from the operator's point of view. Participants will be able to assess their current capabilities, plan a strategy, and through this strategy begin to incorporate this new operational model into their companies.

Instructor: Dr. Perry Daneshgari

Excellent material that is focused on electrical contracting—an excellent value.

—Richard Laudenat, E.S. Boulos Company

Interviewing to Hire Smart

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

One of the most critical decisions a manager or administrator will ever make is who to hire when you have an open position. Interviewing is the most critical aspect of the whole hiring process that helps you make the right staffing decision for your office. While it is more of an art than an exact science, knowing how to skillfully conduct a thorough fact-finding interview increases the likelihood of making the right hiring decision – the emphasis of this seminar.

This seminar provides managers with the structure and tools to prepare and organize interviews to make the best hiring decisions. It teaches managers how to conduct thorough and legal interviews that promote goodwill. Conducting mock interviews with employees serving as candidates is the culminating exercise in the workshop.

Participants will learn:

- The essential elements of interview preparation, including how to define what you really need for your open position.
- The ways to ask questions and the three types best to use for effective fact-finding, including tips on how to stay legal in the process.
- The importance of promoting goodwill and tips to follow so you leave all candidates with a favorable impression of your organization.
- Tips to follow so you make fair and objective candidate evaluations.

Instructor: Marty Brounstein

The seminar was very valuable in defining and streamlining the interview process. We liked that this was a very hands-on seminar; not just a sit and listen seminar.

—Michael Hren, Assistant Chapter Manager, Central Ohio Chapter, NECA

Financial Principles and Tools for the Electrical Contractor

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Pre-requisite recommended: *Project Finance*

Learn what every manager should know about analyzing the health of a company and managing assets efficiently. For those who already know the basics, this course will provide a quick review and additional practical tools for taking and keeping control of your business. For the new financial manager, fundamental principles of financial management will be introduced with examples demonstrating how to apply the principles covered. Topics including using financial statements to determine the health of your business; ratio analysis as a tool for taking your pulse; knowing the difference between a cash flow and profitability and how to enhance both.

Instructor: Thomas Glavinich, D.E., P.E.

Very informative on understanding the financials for a new department manager.

—Thomas Markovich, Valley Electrical Consolidated, Inc.

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CP Succession Planning—Strategies for “Filling the Empty Chair”*One-day seminar**\$275 MEI-Chapter Partnership Online Registration**\$290 MEI-Chapter Partnership Paper Registration**\$385 Full Service**0.6 CEUs*

Many NECA member companies are family businesses. Some were established by a forerunner of the current owner. Many more are operated by the founder, who hopes to transfer the business to a deserving successor. Some owners may simply choose to cash out comfortably when retirement beckons. Often, lack of time and the daily operation of a successful contracting business can interfere with planning for succession. What happens when the owner fails to develop and implement an effective succession plan?

Even contractors who intend to sell their ownership interest must develop a well-constructed strategy. Both the targeted return on an owner's investment and the required retirement income stream depend on a smooth transition to a competent new ownership team. The sooner an effective strategy is in place, the better. What if the owner suddenly becomes unable to manage the company, even temporarily? Would the business survive the empty chair?

This one-day seminar will help owners organize the issues and answer questions related to effective succession planning.

Instructor: Mario Fidanzi and Staff

Gave good insight on how complex the issues are for selling business. The manual will be a good reference for getting started.

—Dan Mulligan, A.T. Emmett, Inc.

This program is just the push people need to get started. If they listened, learned, and put the information provided into practice, they're on the right track to creating a successful succession plan.

—Jerry D. Hayes, United Electric Company, Inc.

CP Delivering High-Quality Customer Service

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*One-day seminar**\$275 MEI-Chapter Partnership Online Registration**\$290 MEI-Chapter Partnership Paper Registration**\$385 Full Service**0.6 CEUs*

The most successful business organizations have one main focus in common – take good care of customers. The key to making this happen rests with what your employees do at the points of contact with customers.

Electricians and office workers often are technically very skilled at their work, but not in providing customer service. Wishing your employees would provide quality customer service or berating them to do so have not been effective strategies. This course for managers provides the tools and strategies to make your business be customer-service driven.

Participants will learn:

- The two key principles to follow for achieving high-quality customer service.
- The five critical skills for turning customer interactions into positive outcomes.
- The strategies to take to develop good customer service among your employees.
- The ways to reinforce quality customer service with your employees.

Instructor: Marty Brounstein or Judy MacLaren

Financial Balance

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

This course is designed to discuss the financial interrelationships of the company, the owner, and third parties, such as banks and bonding companies. We discuss how true financial success can only be achieved when all components are in balance. This course challenges the owner to expect a total perspective by the CPA, lawyer, and other advisors. We discuss how the owner must demand performance from the company, accumulate wealth outside of the company, and report positive results to third parties.

The discussion is positive, but frank with real world examples. The instructors, who are CPA themselves, will speak from practical experience and will demonstrate to you ideas and strategies to protect your business, increase wealth, and reduce taxes. The course focuses on what your business advisors should be doing to help you and your company be successful.

The course materials also include examples of various documents and research materials, including a sample Bonus Plan and a Deferred Compensation Plan as well as various other documents that can be used by the course participants in their companies.

Instructor: James F. Weber, CPA and R. David O'Brien, CPA

Business Organization and Marketing Development

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

This course is designed to help the electrical contractor establish and achieve their business objectives. This course will serve as an introduction to the fundamentals of organizational structure, administration/managerial techniques and skills, business strategies based on "SWOT" analysis, business planning, marketing planning, sales skills, new e-business planning and theories based on business and industry history. This program is essential for any electrical executive who is given the responsibility for the success of their organization in today's highly competitive and changing expanded markets.

Instructor: Al Martin

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Easing the Pain—Common Sense Remedies for The Workers' Compensation Epidemic

Six-Hour seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.5 CEUs

In this fast-moving six-hour course, participants will receive instruction from a former contractor-turned university professor. In performing two-and-one-half years of research funded by ELECTRI International, Dr. Edward Minchin has developed a depth and breadth of knowledge on the subject of state Workers' Compensation systems that is unequalled in the U.S. Since each state is different, each training course is different – customized to the laws, statutes, and culture of your state.

This is not a course about insurance or safety, though both are discussed as needed. This is a course in how to reduce the pain of Workers' Compensation for your company by reducing the time and money spent on Workers' Compensation, while increasing employee loyalty. By instituting the concepts presented in this course, any contractor can expect, as a minimum, to experience a reduction in claims, possibly eliminating fraudulent claims; a reduction in premium; and an increase in employee character in areas such as honesty, loyalty, diligence and dependability.

The following topics are discussed in a fast-moving six-hour format:

- Common-sense Claims Handling: Important “do’s and don’ts” dealing with an injured worker.
- Understanding Risk Management: What insurance carriers don’t want you to know.
- Confessions of a Defense Attorney: Veteran Workers' Compensation Attorney Stuart Christmas discusses things that you'll never get your defense attorney to admit about an attorney's goals and methods.
- Introduction to Alternative Workers' Compensation Systems: There's a whole new world out there – Many states allow new types of programs that your broker doesn't want you to know about, and doesn't tell you about.
- Growing Character in Your Company: Learn the difference between character and performance. Get character and performance will follow. Learn simple things any contractor can do to increase an employee's motivation to be an employee of character.
- Charting a Roadmap for Success: Learn what to do now and in the future. A step-by-step process is outlined, customized for your state.
- How to Assure that your Experience Modification Rate is Correct: Your insurance carrier submits a report on your company every year. This reports contains a huge cache of information, including payroll, claims, amount paid or reserved for each claim, etc. From this report, your “Mod. Rate” is calculated by an independent entity. It is shocking how many errors are in these reports. Learn who to ask, when to ask, and what to ask. Learn your rights in the matter.
- Validation and Verification of the Value and Efficiency of Innovative Workers' Compensation Systems: If you want to change out of the state system you're currently in, what are your options and what are the tangible and intangible benefits attached to joining one of these programs?

Instructor: Dr. R. Edward Minchin Jr., P.E.

Managing Payment: Bonds, Liens, and Other Collection Strategies

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Electrical contractors are in a market cycle that is making collections and receivables as important as ever. This seminar emphasizes five basic leadership skills:

- Know your rights to payment
- Know how to preserve those rights and avoid forfeiting those rights
- Understand contract payment clauses
- Know what legal tools are available to you
- Discuss practical strategies for managing collection

Instructor: *Marvin T. Fabyanske*

Building a Profitable Service Business

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Providing first-rate service to your customers can be very profitable for your electrical contracting firm. Customers continue to downsize and outsource services to specialists who can perform these services more efficiently than their own employees. Your customers need your expertise and ongoing service because their business depends on the reliable operation of their power, communication, and control systems.

Today, customers value service on demand and will pay a premium for it, as well as become a loyal supporter of the electrical contracting firm that provides it to them. In addition, service work can provide a steady income stream for your firm as well as ongoing customer contact that can result in a competitive advantage in getting the customer's new construction, expansion, and renovation projects.

To take advantage of the service market, the electrical contracting firm must be able to deliver quality services that meet customer needs and expectations. This seminar will address building a profitable service business through the following topics: transitioning from a contracting firm to a service firm; elements of a successful service organization; developing a service strategy and infrastructure; costing and pricing service work; marketing services and selling service contracts.

Instructor: *Thomas Glavinich, D.E., P.E.*

I've been in the service side of this industry for 16 years. This class opened my eyes to many new and perhaps profitable opportunities.

—David Lienert, Ninety-Eight Electric

I was impressed with the knowledge of Tom Glavinich and the breadth of interesting topics in this area of electrical contracting.

—Steve Mayers, Mayers Electric Company

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Human Resources—Using the Potential of Your Greatest Asset

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

The future of an electrical construction company is totally dependent upon its ability to attract, develop, and retain a quality motivated work force. These human resources need to be nurtured and managed with as much care as financial assets and capital investments. The success of the company is dependent on having an adequate supply of dedicated employees providing quality customer service. In this seminar, learn how to attract, manage, and retain your most valuable, and often most frustrating, asset – your people.

This seminar also includes a discussion of techniques for hiring construction wiremen and other classifications of workers not available through the IBEW. Learn lessons learned from those in Florida, including some of the common problems and pitfalls that can arise.

Materials included in this course also include position descriptions for some of the essential employees in an electrical contracting firm. This course is essential information for companies that are emerging from being small, closely held, “family” firms to becoming larger companies.

Instructor: John Schaufelberger

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Building High Performance Work Teams for Electrical Contractors

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

In order to achieve success in winning and profitably executing projects in today's competitive environment, a contractor must develop and maintain high performance work teams. This train-the-trainer workshop will prepare your organization to provide the leadership skills, techniques, strategies and tools to form and support high performance work teams. These techniques can be applied to the all of the following scenarios:

- Project and customer focused teams;
 - Internal interdepartmental process improvement or quality teams; and
 - Intra-company (design-build or strategic alliance projects) or customer partnering teams.
- Participants will be provided with strategies to effectively facilitate and lead high performance teams in each of these situations. During this interactive seminar, participants will experience and practice facilitating team building discussions or workshops focusing on the following practical skills:
- What is the right time for a team-building workshop?
 - What behaviors are evident in a high performance team and how do we ensure they are being utilized?
 - How do we get everyone pulling in the same direction and committed to a common goal?
 - How do we effectively deal with conflict within the team?

Instructor: Al Anderson

Mr. Anderson's depth and knowledge is very impressive. Thank you for contributing to my knowledge bank!
 —Jim Ross, Ross Electric, Inc.

Ideal Jobsite Inventory Levels

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

Inventory cost is the second largest expense to electrical contractors. Poorly planned or poorly managed material on the jobsite is known to dramatically increase man hours and labor cost by as much as 40 percent. By exploring the practices of other inventory intensive businesses and the principles guiding material procurement, movement and availability an electrical contractor can develop and implement practices which result in improved or even ideal inventory cost management and control.

This course will enable participants to establish a practice of maintaining ideal jobsite inventory levels for all of their projects; recognize current practices within their companies; evaluate potential cost savings and profit improvement associated with improved jobsite material management; develop practical policies and procedures for material planning and procurement, reduced labor cost; increased profitability; and become acquainted with the underlying principles of material procurement and inventory management.

Instructors: Dr. Perry Daneshgari or Phillip E. Nimmo

“Most valuable to me was reviewing the validation concepts. This provided new insight into how we explain what we do, both within our company and to our clients”

Gene Hall, Industrial Contractors, Inc.

Planning Opportunities

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

The intent of this program is to provide information on planning opportunities. The program will assist you in developing a plan that is not tied to your business, but includes the business in your personal financial plan.

The planning areas that will be discussed include retirement, insurance, succession, estate, education, real estate, financial, and business planning.

Instructors: James Weber or David O'Brien

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Business Writing for Results

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Your writing style speaks volumes about who you are. Clear, crisp, mistake proof business documents reveal a powerful, take-charge professional who's going places, fast! On the other hand, slipshod spelling, muddled memos, and grammar gaffes give the impression of someone who is sloppy, careless, and not to be trusted with important assignments. If you want to shore up your writing skills and make sure others see you as a confident, capable communicator, do not miss this dynamic workshop. Rest assured, this program is in no way like the elementary school grammar period you snoozed through way back when. We've taken great pains to ensure that this workshop, which incorporates the latest in adult learning techniques, is fun, fast-paced, and high energy.

Instructor: Fred Pryor Seminars

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Improve Profits by Reducing Labor Risk

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Reduction of labor risk has helped many other industries to reduce cost and improve productivity. By controlling variation in many aspects of their work, other industries have been able to reduce labor risk and stay competitive against international low cost producers. Variation has impact on all aspects of operation; from office work to field support, from labor management to project management, from material management to supplier relationship and from foreman to foreman. By monitoring and controlling variation in a few small areas of their business, contractors can reduce their labor risk and costs, become competitive and become low cost producers. This course will enable participants to identify the sources of variation in their profits; select the methods that will reduce variation in operations; create management tools to continually improve predictability of labor and management; create a labor risk management methodology; and improve how the company appears to lending and bonding companies.

Instructor: Perry Daneshgari / Staff

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Vendor Partnership in Electrical Contracting

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

This intensive working session is designed to establish the basis for the partnership between the electrical contractor and their distributor partner. The vendor partnership approach has demonstrated significant cost savings for both partners when they understand each other's issues and work together to find solutions. By reducing the costs associated with procurement, electrical contractors and their distributor partners will be able to outperform their competition and dramatically increase profits. Topics include: Procurement cost drivers; in-depth understanding of the interfaces in the procurement process; and issue resolution and procurement process measurement.

This workshop brings together key electrical contractor and vendor partner personnel so that everyone understands the purpose of the partnership and how it is intended to work. Participants completing the workshop will have a working knowledge of the current issues with the procurement process, established a cross-functional team to manage and improve the process, develop an issue resolution process that everyone understands, and identify specific cost savings opportunities.

Instructor: Perry Daneshgari / Staff

Future of the Electrical Construction Market

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Markets in the construction industry are shifting from Industrial to Commercial/Residential. The electrical construction makers are following suite. This shift in market will have a major impact on the market share of the union-contractors.

Market share has been one of the main measurements for businesses since the early 20th century. Share of the market by itself, however, does not justify any concern or lack of it for the health and wealth of an industry or organization. Profitability, productivity and market share need to be evaluated simultaneously in order to gauge the success of any operation or organization. This workshop will introduce the market trends across the nation and various regions of the country. The shift of the market and its impact on revenue, profitability, labor needs, and training needs will be introduced. The participants will learn about emerging local markets and what has happened in other comparable markets.

Instructor: Perry Daneshgari / Staff

Agile Construction™

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

Agile Construction™ is profitable construction. A construction job site is a very fluid work environment, in a state of constant change, both planned and unplanned. Agile Construction™ allows the contractor to rapidly adapt to job site changes in order to complete each project both profitably and efficiently. The agility (responsiveness) of the contractor at the job site will improve the profits. Agility, not leanness, is what construction jobsite management needs.

This course will teach the principles, exercised successfully by other industries. It will focus on labor productivity and measurement; job scheduling and planning; procurement management; estimation accuracy and improvement; and project financial management. The participants will learn how to establish a useful productivity measuring method and experience simple methods and tools for scheduling and tracking that can improve visibility and knowledge of their jobs. They will learn how to identify the obstacles and labor waste which can impact job productivity, and discuss techniques that can improve it by better than 30%. Owners, Executive Managers, Project Managers and high level Field supervisors will learn how to be more profitable, while increasing and hit-ratios with more accurate job estimates. The implementation of Agile Construction™ to jobs will guarantee much higher profits and better cash flow.

Instructors: Dr. Perry Daneshgari / Staff

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Pre-fabrication Design of Effective Process: A Tool for Maximizing Profitability in Electrical Construction

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

This workshop is designed to provide an understanding of how to design and implement a pre-fabrication process as part of an overall strategy to develop an Optimal Electrical Construction Business Model. As the jobs get larger, only contractors that can improve productivity through better management of time cost and quality will survive. Pre-fabrication, along with vendor partnership and job productivity tracking, are key tools for optimizing the delivery time, cost and quality of large jobs. This workshop addresses the key steps in effectively implementing pre-fabrication as an integral part of the productivity management system. Topics include research on productivity in electrical construction; factors for optimizing labor productivity; and pre-planning and layout for large projects.

Participants completing the workshop will understand the state of productivity in construction today, gain insight on their organization vs. the Optimal Construction Business Model, and identify key action steps needed for implementing an effective pre-fabrication process.

Instructor: Perry Daneshgari / Staff

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How to Compete in Large Cities And Win Back Markets

NEW

One-day seminar
 \$275 MEI-Chapter Partnership Online Registration
 \$290 MEI-Chapter Partnership Paper Registration
 \$385 Full Service
 0.6 CEUs

The risks and opportunities associated with construction are increasing each year as the work available within the marketplace is shifting. The services requested by high-tech and environmentally conscientious customers for current hyper-markets are drastically shifting the construction landscape. The signatory contractors in all the twenty five large city markets under study are experiencing market share losses due to operational differences; labor management; market shifts; portability; and crew ratios.

The operational and managerial differences between union and open shop electrical contractors are the primary main contributors accelerating the erosion of the unionized market share in large cities. Contrary to common perception, the main difference between the two styles of operation is not the labor cost, but, rather, how the labor is managed. The cost of labor and its uncertainty is primarily driven by management practices. These differences have had major impact on unionized electrical contractors' market share in large cities. The main attributes of the research are (but not limited to) understanding of operational differences of union vs. non-union contractors; comparison of the differences for contractors in large cities vs. other areas and strategies to build on the differences in the large cities, leading to increased profitability for electrical contractors.

Instructor: Perry Daneshgari / Staff

Problems in Marketing**NEW**

One-day seminar

\$275 MEI-Chapter Partnership Online Registration

\$290 MEI-Chapter Partnership Paper Registration

\$385 Full Service

0.6 CEUs

This course involves the investigation, analysis and discussion of selected organizational problems relevant to strategic marketing decision-making in dynamic markets and environment. Each case is analyzed and discussion is initiated by participants of the class. The question for discussion is "how these problems could be prevented?" This course explores management business strategic decisions which cause both positive and negative marketing directions. Problems in Marketing gives managers the opportunity to discuss both management and marketing decision openly by sharing their own stories while evaluating the cases.

Instructor: Al Martin

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LABOR RELATIONS COURSES

NECA has designed a Collective Bargaining Seminar Series which consists of the five programs described below. Chapters have a choice of scheduling all five as a single, two-day seminar or they may select any one or more of the seminars, customizing the program to best serve the Chapter's needs.

Each seminar will be delivered by a trained NECA Field Representative who is familiar with the conditions and issues of the Chapter in the respective NECA Region. Requests for the seminar series will be made through MEI which will coordinate the appropriate regional field representative with the Chapter's request.

The seminars are recommended for NECA Chapter leadership, Chapter staff, and other members involved with labor contract negotiations or the labor-management committee.

Fee set by sponsoring chapter.

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Basic Labor Relations

0.15 CEUs *One-and-a-half hour seminar if part of full seminar*
0.25 CEUs *Two-and-a-half hour seminar if done alone*

This program will briefly review the laws that framed the modern labor movement and established how unions and union-signatory contractors interact. The discussion will then turn to the NECA-IBEW relationship, multiemployer bargaining, and the role and authority of the chapter in negotiations. Participants will learn where Category I and II and other standard language came from and how that language impacts local negotiations. Attendees should come away with a better understanding of the legal and procedural framework surrounding the NECA-IBEW relationship.

Instructors: NECA Regional Field Representatives

CP

Selecting Your Negotiating Team

0.15 CEUs *One-and-a-half hour seminar*

Successful negotiations often begin before the first exchange of proposals with the selection of the members of the chapter's negotiating team. To be effective, the committee must work as a team, with a clearly understood goal, plan, and rules of conduct to ensure that the goal is achieved. This program will help the chapter establish objective criteria for the selection of its negotiating committee.

Instructors: NECA Regional Field Representatives

Negotiations

0.6 CEUs

Six hour seminar

Collective bargaining is a process, the goal of which is to arrive at an agreement on wages, hours, and conditions for a fixed period of time. This seminar examines the principles, types, and stages of bargaining:

- Research and investigation
- Planning and preparation
- Negotiation
- Conclusion

Participants will discuss how to develop, defend, and sell proposals in negotiations; the benefits and drawbacks of interest-based and positional bargaining methods; the importance of establishing and maintaining bargaining ground rules; and methods to keep negotiations on track to a successful conclusion.

Instructors: *NECA Regional Field Representatives*

Grievance Handling

0.2 CEUs

Two hour seminar

Grievances are an unfortunate reality in the unionized construction industry. However, if properly handled, they needn't grow into major disruptions. In fact, the grievance process in NECA-IBEW agreements allows resolution of workplace disagreements in a more timely and equitable fashion than having employees resort to governmental agencies or the courts for satisfaction. Participants will learn the ten steps to an effective labor-management committee hearing and the underlying procedures to assure fairness. When grievances are settled quickly and in a just manner, the relationship between the contractors and the union often improves as well.

Instructors: *NECA Regional Field Representatives*

CIR: Preparation and Presentation

0.4 CEUs

Four Hour seminar

When negotiations or grievance proceedings are not settled locally, the chapter usually finds itself "heading to Council." This seminar briefly traces the background and purposes of the Council on Industrial Relations (CIR) and spends some time on the procedures for properly submitting the case to the CIR. A video reenactment of an actual grievance case is the focus for a discussion of what went right and what went wrong in a chapter's presentation to the CIR. Participants will also receive suggestions on the "do's and don'ts" of presenting a case to the Council. **This course is for Chapter Managers.**

Instructors: *NECA Regional Field Representatives*

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ONLINE COURSES

Register for these course by going online at www.necanet.org/store

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Introduction to the NECA Manual of Labor Units

0.1 CEUs
\$49 NECA Members

This online course provides clear instruction on the proper application of the NECA Manual of Labor Units when estimating electrical construction projects. Through this course, contractors and estimators will learn how to properly apply the labor unit data to a specific material installation. It contains helpful information about the origin of the labor units, the proper application of the data and how one can use these labor units to competitively bid electrical construction projects.

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Electrical Safety in the Workplace – 70E

0.2 CEUs
\$125 NECA Members

In this course you will learn the lockout/tagout procedure, how to recognize when work on or near live parts is justified, and why personal protective equipment (PPE) must be used whenever employees are exposed to, or have the potential to be exposed to a hazard.

Course Outline

- Unit 1: Lockout/Tagout
- Unit 2: Working On or Near Live Parts
- Unit 3: Dress the Worker

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Emerging Green Markets: Strategies for Electrical Contractors on LEED and Green Building Projects

\$79 NECA Members
0.1 CEUs

The fastest growing market in the U.S. is presently sustainable or green buildings, yet the electrical contracting industry is inactive in exploiting its leverage in this market. Guidance is needed for electrical contractors to effectively embrace expanding markets in the areas of energy retrofit construction, new construction, and service contracts for existing buildings. This online program will help develop a strategy for electrical contractors to recognize and embrace expanding markets in energy efficient and energy retrofit construction.

Knowledge and awareness of green construction services is rapidly becoming a strategic advantage for contractors. If electrical contractors are not to be left behind in this potentially profitable market, they need to take their position as a key project player to deliver “value-added” services. Targeted at the executive management level, this online course will discuss:

- What is a “green” building?
- Market drivers for green buildings, including owner values and energy incentive programs.
- LEED 101: An overview of the U.S. Green Building Council (USGBC) and the Leadership in Energy and Environmental Design (LEED) rating system for green buildings.
- Role of the electrical contractor on Green Building Projects.
- Case studies and lessons learned from an electrical contractor who is now a developer.

This online course was developed by David Riley from Penn State University as part of a research grant from ELECTRI International.

A Practical Guide to E-Mail In the Workplace

\$35 NECA Members

0.2 CEUs

Are your employees creating liability for your organization by sending inappropriate emails?

Are you doing enough email risk training?

Can you improve your management of e-communication?

Electronic Discovery is the biggest development in current litigation in decades. Email surveillance products can now easily scan millions of emails, including their attachments, to gather ammunition in court battle. You must be aware that your organization's emails will now likely be reviewed during litigation!

Email can be a wonderful business tool – email is quick, efficient and simple to use. However, it is too easy for your employees to type an email and click “send” without thinking through the content of their email and the possible repercussions of their actions.

This training is designed to reduce email risk by:

- Encouraging employees to think carefully before sending emails
- Explaining how emails can come back to either haunt you or help defend you
- Emphasizing the need to keep a professional tone to your organization's email

“I thought it was an interesting online program. It will make our members think about a number of scenarios their entire staff should consider before writing emails and should encourage many members who do not have an email/internet policy to develop one.”

Debra Margraf, Manager, Arizona Chapter

MEI STAFF AND FACULTY

Gregory Mankevich is Executive Director of the Management Education Institute. Prior to assuming this role, Greg served as MEI's director of education services where he was responsible for the coordination, production and support of the MEI seminar schedule as well as oversight of the administration and maintenance of the Electrical Project Supervisory program. Prior to joining NECA in 2000, Greg served as manager, program development for the American Society of Civil Engineers' (ASCE) Continuing Education Department. Previous to ASCE, he was the director of government affairs and statistical services for the Optical Industry Association. Greg is a graduate of Nichols College in Massachusetts, with a B.S. in Public Administration and holds a Master of Association Management degree from George Washington University. Greg is currently pursuing a master's degree in Adult Education from George Mason University in Fairfax, Virginia.

Robert L. Mooty is a 1970 graduate of Texas Tech University with a BBA in Industrial Management. He joined the NECA national staff in 1987 and is responsible for teaching and coordinating the estimating curriculum and other estimating services for MEI. In 1977 he completed the NECA/IBEW electrical apprenticeship program with local union #850 JATC in Lubbock, Texas. He became part owner of a NECA electrical contracting firm and maintained the electrical masters license in Texas, Oklahoma and New Mexico for the company. He also works with the data collection and presentation of the NECA "Manual of Labor Units" and "Tool and Equipment Rental Schedule".

ADJUNCT FACULTY

Al Andersen has over thirty years experience in senior management and project management of capital projects in the petrochemical and high-tech industries. Al is now an independent consultant specializing on management of capital projects particularly in project management and team building; he has led workshops for companies such as ABB, Fluor, Bechtel, Intel and Shell Canada. Al teaches Design-Build management at the Northeastern University College of Engineering as well as leading the continuing education program in Construction Management. He is also currently teaching International Business, Project Management and Personal Effectiveness and Team Building as an adjunct professor in the Master Degree programs at Eastern Nazarene College and the University of Phoenix-on-line. Al is a member of the Project Management Institute, Construction Management Association of America and is a certified Project Management Professional.

Marty Brounstein is the Principal owner of the Practical Solutions Group based in the San Francisco Bay Area. He has a BA in Education and an MS in Industrial Relations with more than 20 years experience in management and training in both large and small organizations. As a speaker, trainer and consultant since 1991, Marty has worked with a wide variety of organizations from high-tech to government. Marty is also the author of five management books, *Effective Recruiting Strategies: A Marketing Approach*; *Handling the Difficult Employee: Solving Performance Problems*; *Coaching and Mentoring for Dummies*; *Communicating Effectively for Dummies*; and *Managing Teams for Dummies*.

Frank Carr, Esq. is a senior partner in the conflict management consulting firm of Carr, Swanson and Randolph. He specializes in all aspects of conflict management, including disputes prevention, issue resolution, strategic alignment and systems design. In this capacity, he provides services as a mediator, arbitrator, partnering facilitator, trainer, and a consultant on alternative dispute resolution (ADR) systems design. In June 2002, Mr. Carr retired as the Chief Trial Attorney (construction claims) and Agency Dispute Resolution Specialist for the U.S. Army Corps of Engineers in Washington, DC. Mr. Carr has served as a trial attorney, a mediator, and a facilitator concentrating on Partnering workshops. Mr. Carr received his B.A., 1966, and J.D., 1969, degrees from Duquesne University and an L.L.M., 1974, from Georgetown University.

Dr. Parviz (Perry) Daneshgari is an Adjunct Professor at University of Michigan (M.S. Engineering) and Executive MBA at Michigan State University (Enterprise Information Systems). He authored *The Chase*, a study of product development redesign at a major automobile manufacturer. He holds an MBA, Wayne State University; Ph.D. and M.S. in ME University of Karlsruhe, Germany; B.S. in ME & CE, Northwestern University, Illinois. Dr. Daneshgari has extensive background in improving productivity and profits in various industries. He has worked with electrical and other contractors throughout the nation.

William Edwards is President and principal of a specialty-contracting firm based in Madison, Wisconsin. Mr. Edwards has been managing, as well as estimating, large commercial projects for the past 18 years. He holds a BS in Construction Administration from the University of Wisconsin- Madison and has taught both Design/Build and Estimating courses at the University of Wisconsin, Department of Engineering Professional Development. In addition, he has taught apprenticeship trade courses at various technical colleges throughout South Central Wisconsin and has served on the local apprenticeship board. He has served in leadership roles with the local and state trade organizations and has been extremely dedicated toward their educational success.

Marvin T. Fabyanske is founder and a shareholder in the law firm of Fabyanske, Westra, Hart & Thomson, P.A. Through his experience and national reputation as a construction law attorney, Mr. Fabyanske has become an authoritative speaker and author. He is a member of the American Bar Association's Forum on the Construction Industry, and the Arbitration Committee of Tort & Insurance Practice Section (past chairperson), a Founding Fellow of the American College of Construction Lawyers, and a member and Past President of the Association of Construction Professionals.

Mark Federle is currently the McShane Chair in Construction Engineering and Management at Marquette University. He has responsibility of starting what will become the 13th ABET - Accredited Construction Engineering program in the country. Previously he was Chief Information Officer for The Weitz Company in Des Moines for 9 years. Prior to joining The Weitz Company, Federle was the Professor-in-Charge of Construction Engineering program at Iowa State University (ISU), where he taught for nine years. In 1998, Mark was recognized by the ISU engineering student council as the outstanding Construction Engineering Faculty Member. Mark's career began in the construction industry working as a foreman, superintendent, and project manager for general contractors in Indiana and Michigan. Mark earned his PhD and Masters in Construction Engineering and Management from the University of Michigan. Mark is a licensed Professional Engineer and a Certified Professional Constructor. Mark was awarded The Career Achievement Award by Rose-Hulman in 2005. He has served on the national boards and committees for many organizations, including the AGC, Quest International Users Group and the American Society of Civil Engineers.

Mario Fidanzi is the director of the Stetson University Family Enterprise Center. Mario has been a senior executive with a number of family controlled businesses. He has led sales, manufacturing, distribution, engineering and operations nationally and internationally. His teams expanded capability, formed strategic alliances, joint ventures and launched new businesses. Fidanzi has evaluated acquisitions and consulted with industry leaders. He has experience in the manufacturing, retail, publishing and construction industries. He has an MBA from Kellogg Graduate School of Management at Northwestern University and a BSBA from Roosevelt University. Stetson University is the first school in the nation to offer a degree in Family Business. The Stetson University Family Enterprise Center has garnered national and international awards and a reputation for being the nation's best development program for the next generation in family business. The Center provides education to the current generation of family business leadership in many important areas including strategy, family dynamics, succession planning, value creation and wealth management.

Fred Pryor Seminars are one of the world's leading business skills training providers. They have over 30 years experience in providing seminars of useful topics in an interesting and informative format for working people in all walks of life. They have one of the largest course offerings in the industry. Subject categories include management, communication, organization, computer software, professional development, personal development, conflict management, and much more!

Fred Furland is a nationally recognized speaker and consultant to the construction industry. He works with construction companies and construction industry organizations throughout the country. Prior to forming Furland & Associates, Fred worked for a multi-state general construction firm. He worked as Vice President and member of the Board of Directors and played an instrumental role in the successful sale of the company. Prior to that, he was Regional Manager and Director of a national management consulting firm. He graduated from the United States Naval Academy and East Carolina University where he received his MBA.

Thomas E. Glavinich is an Associate Professor in the Department of Civil, Environmental, & Architectural Engineering at The University of Kansas (KU). At KU Tom teaches courses in construction management and power systems engineering. He received his Doctor of Engineering (DE) degree from KU in construction management. He also has a Bachelor of Science in Electrical Engineering (BSEE) and a Master of Business Administration (MBA) from KU as well as a Master of Science in Electrical Engineering (MSEE) from the University of Missouri. Prior to joining KU full time in 1992, Tom worked 16 years in industry and was involved in the planning, design, and construction of commercial, industrial, and utility facilities. Tom is a registered professional electrical engineer in California, Kansas, and Missouri and is a member of the Institute of Electrical and Electronic Engineers (IEEE), and American Society of Civil Engineers (ASCE), and a fellow of the Architectural Engineering Institute (AEI). Tom has undertaken and completed a number of research projects for the Electrical Contracting Foundation, Inc. (ECF).

Anwar Hafeez is the President and Founder of SDC & Associates and a nationally known and respected engineer and construction project manager who has personally supervised over \$1.4 Billion of major construction projects over the past 35 years and settled over \$200 Million of change orders and claims. His most notable projects include building the San Diego Convention Center, Radisson's Flagship Hotel for the West Coast, and Armed Forces Medical University in Bethesda and many more.

Awad S. Hanna, Ph.D., P.E. is a Professor and Chair of the Construction Engineering and Management program at the University of Wisconsin-Madison, department of Civil and Environmental Engineering. Dr. Hanna holds M. S. and Ph.D. degrees from Penn State University and he is a registered professional engineer in the U S and Canada. Awad has been an active construction practitioner, educator and researcher for over 25 years. Awad was a project manager and a design engineer for 10 years. He has taught construction management courses at Penn State University, Memorial University of Newfoundland, Canada, and University of Wisconsin-Madison. Dr. Hanna, who has conducted numerous research studies for the Electrical Contracting Foundation and teaches multiple courses for NECA's Management Education Institute, is also a national consultant and has assisted many electrical contractors to recover productivity losses related to change orders, acceleration and compression, delay, and trade stacking.

Gerald I. Katz, Esq. is a partner in the law firm of Katz & Stone, L.L.P., with offices in Vienna, Virginia, Washington, D.C., and Rockville, Maryland, and specializes in resolving construction disputes. He has extensive experience in representing owners, contractors, subcontractors, sureties and designers in complex construction litigation throughout the United States and in Bermuda and the Caribbean. Mr. Katz received both a Bachelor of Arts with Distinction and Juris Doctor Degree from the University of Virginia. He is a member of the bars of the District of Columbia, Virginia, Maryland, United States Supreme Court and United States Claims Court. In addition, he serves as an arbitrator on the American Arbitration Association Construction Industry Arbitration Panel. He was recently named one of the top lawyers in the Washington, DC area by Washingtonian Magazine.

Steve Krieg is a Field Representative for NECA Midwestern Region. Steve completed a five-year electrical apprenticeship with the South Bend, IN Joint Apprenticeship Committee. He holds an Associate Degree in Applied Science with a Specialty in Electrical Science. He worked as an Electrician, Foreman and installed voice, data and video media-retrieval systems for large telecommunications projects. Steve also worked as an estimator, project manager, and in the design/build areas of the commercial and educational levels of the telecommunications industry. Steve taught in the NECA/IBEW Joint Apprenticeship Training Program in South Bend, Indiana. Before joining NECA as a Field Representative, he worked for the NJATC as Director of Telecommunications Curriculum for Voice, Data, and Video. He was responsible for the curriculum development of the Three-Year Installer/Technician Apprenticeship, as well as journeyman level courses related to low-voltage systems offered by the NJATC. Steve is a Registered Communications Distribution Designer (RCDD) and a certified instructor by BICSI.

Judy MacLaren is an associate of The Practical Solutions Group, a training and consulting firm specializing in management and organizational effectiveness. She has contributed to the firm since 2000, delivering high-impact training and coaching programs in leadership development, customer service, performance management, and communications. Judy has over 18 years of sales and management experience with a proven track record of results. She graduated Magna Cum Laude from San Francisco State University with a B.S. in Business Administration and a Marketing concentration. She also has completed the Training and Human Resource Development Certificate Program at the

University of California Santa Cruz Extension. In addition, she has earned a Human Resource Development Competencies Foundation Certificate from the American Society of Training & Development.

Alan W. Martin is an entrepreneurial seasoned executive instructor with expertise in all aspects of family, high-technology, and corporate business. His experience as President and consultant of troubled companies has given him vast expertise in all aspect of business organization and strategy for both the foreign and domestic markets. Mr. Martin has a B.S. in Business Administration and is in Who's Who Worldwide. He also has been a contributing author in EC magazine and presently an Adjunct Professor at Centenary College.

Dr. R. Edward Minchin, Jr., P.E. joined the Civil and Coastal Engineering faculty at The University of Florida as an Assistant Professor of Civil Engineering in 2001 after spending two years in a similar position at Iowa State University. Dr. Minchin graduated from the University of Florida in 1983 with a Bachelors Degree in Civil Engineering, and obtained a Master of Engineering degree in Construction Engineering in 1984. Upon graduation, he went to work with a heavy / highway contractor in Florida before going to work for the Florida Department of Transportation (FDOT). In the meantime, he gained a commission in the U.S. Naval Reserve as a Civil Engineer Corps officer, assigned to a Construction Battalion, commanding first a detachment and later a company of Seabees. During his 14 years in industry, he was an estimator, designed drainage structures and systems, an inspector, project engineer, resident engineer, area engineer, and finally Chief Area Construction Engineer of the state of Florida. From there, he left in 1996 and took a faculty position at Penn State University. From there, he moved on to Iowa State where he laid the foundation of his research program by researching contractor and owner performance.

Bob Mitchell started his electrical career in 1979. He became a Journeyman Wireman in 1986 and worked as a Journeyman, Foreman, General Foreman and Job Steward until 1994 when he was appointed as a Business Representative for I.B.E.W. Local #1. In 2000, he joined Aschinger Electric and later Sachs Electric as a Superintendent, Project Manager and General Manager. He also held the positions of Sales Manager and General Manager for an electrical supplier. He now holds the position of President of Integrated Management Group, a national training and consulting company that specializes in High-Performance organizations.

Thomas C. Montgomery, PE, is Director of Electrical Engineering for Henderson Engineers, Inc. in Lenexa, KS, where his responsibilities include corporate-wide quality control, training, and developing and maintaining specifications and standard details for the Electrical Department. He has over 30 years of experience with the electrical construction trade, covering nearly every facet – Owner, Engineer, Construction Manager, Contractor, and Manufacturer – and nearly every industry – Industrial, Utility, Transportation, Telecommunications, Environmental, Commercial, Residential, Retail, Municipal, Entertainment, and Government/Military. In addition to his current engineering duties, Tom also serves as an Electrical Representative on the AIA MasterSpec Engineering Review Committee, where he has been actively involved with the transition to the new CSI Master Format 2004.

Heather Moore is a Researcher for MCA, Inc., in Flint, MI. She has contributed to several projects for the Electrical Contracting Foundation, the New Horizons Foundation, and the National Association of Wholesaler-Distributors. She holds an MBA, University of Michigan-Flint, and a B.S.E. in Industrial and Operations Engineering, University of Michigan, Ann Arbor. She specializes in process design and operations research. Heather has experience working in the construction industry, and currently works with contractors and distributors across the country on process improvement.

Philip E. Nimmo IV is the Director of Operations for MCA, Inc. as well as being an instructor at Mott Community College in Flint, Michigan. He has management experience in many industries and industry sectors including construction, manufacturing, air transportation, and finance and Insurance. He holds an MBA with concentration on technology management from University of Phoenix and a BS in mechanical engineering from Michigan Technological University.

David O'Brien, CPA, joined James Weber as a member in 1985 specializing in the construction industry. He also leads the Contractor Industry Practice Group of Weber.O'Brien Ltd. Dave frequently speaks at construction industry groups and heads the firm's contractor services group, which provides accounting, consulting, and tax services to over sixty construction related companies.

Joe O'Connor is the Vice-President of INTEC. He received his Bachelor of Science Degree in Education from the University of Scranton and M.S.T. Degree from the State University of New York. He is an authorized OSHA Train-the-Trainer and has served on various work groups for OSHA's Advisory Committee for Construction Safety and Health. He has provided safety training and/or developed safety programs for associations; private industry and government agencies including the American Public Power Association, Edison Electric Institute, National Electrical Contractors Association, and NASA.

Matthew Pierce is Director, Productivity & Quality Management at EMCOR Group, Inc., the nation's largest specialty contractor. Matt has more than 12 years of experience helping contractors in nearly every major US market to implement practical processes to improve productivity, safety, business continuity and quality. Matt graduated Summa Cum Laude with a BA in International Business from Westminster College in Salt Lake City. He also has an MBA from the University of Utah. Matthew speaks fluent Spanish. He is a member of the ASQ Design and Construction Division and is an ASQ Certified Manager of Quality/Organizational Excellence.

David Riley, Ph.D. is a faculty member and former graduate of the Department of Architectural Engineering at Penn State University. Prior to returning to Penn State, Dr. Riley was a faculty member at the University of Washington in the Department of Construction Management, and gained industry experience working for Turner Construction, Lehrer McGovern Bovis, and as a private contractor. Dr. Riley currently teaches courses in project management and has developed and taught several courses in the areas of electrical and mechanical construction. Dr. Riley has an established track record with ELECTRI International recently completing "Sequencing Guidelines for Electrical Contractors." He is currently developing teaching modules on two projects: "Electrical Construction Educational Materials" and "Coordination and Sequencing for Electrical Contractors." Dr. Riley helped form a consortium of schools that is focusing on the development of electrical construction courses at the University level. He is a member of the Construction Research Council, and has been the recipient of several teaching and research awards.

Jerald L. Rounds, Ph.D., P.E., is a fourth generation constructor and a certified construction superintendent who, after spending 8 years in the practice of building construction project management and design, enjoyed the next 15 years teaching construction management and engineering in three major university programs. After a 5 year "sabbatical" from the academic arena leading his own company focused on industry training and applied research, in August of 2001, he joined the faculty of the Department of Civil Engineering at the University of New Mexico as the AGC Endowed Chair Professor. Over the last 25 years, Dr. Rounds has offered numerous workshops and seminars on various aspects of project management and field supervision. Over the last 20 years, he has worked extensively with the electrical construction industry in both research and education and has written numerous articles for the Electrical Contractor magazine. Dr. Rounds also serves as the academic liaison for the Electrical Contracting Foundation.

Byron G. Sabol, MBA, is an international business development strategic marketing, client relationship management, and communications consultant, speaker, author, and trainer to professional service firms and to audiences in three continents. As Executive Vice President of the largest promotional fund for the Mechanical Construction Trades Industry in North America, Byron was awarded the Diogonese Award for Excellence in Consumer Education Programming by the University of Southern California School of Business and the Sales and Marketing Executives Association of Southern California. Byron has an MBA in Management with honors and he has been a part time faculty member at four universities in California and Florida.

John Schaufelberger, Ph.D., PE, is the Chairman of the Department of Construction Management at the University of Washington, where he has taught since 1994. He teaches both graduate and undergraduate courses in the areas of construction equipment management, construction practices, construction contract procurement, construction firm management, and international construction project management. A licensed professional engineer, he served thirty years as an officer in the US Army Corps of Engineers prior to joining the University of Washington faculty. He managed major public works construction projects in Asia, Europe, and the Middle East, as well as at many locations throughout the United States. He has represented the United States in negotiations with foreign governments. He is the author of four construction related books, the most recently being Construction Business Management, published in 2009 by Prentice-Hall.

Robert O. "Bob" Segner, Jr. has more than 30 years' experience in the construction industry. He began as a laborer, and advanced up through the ranks to Field Engineer, Superintendent, Project Manager, and then to project and company administration, and company ownership. He has experience on a wide variety of types and sizes of construction projects, utilizing a number of different types of contracts, including competitive bid, negotiated, and design-build. He acquired his formal education in Architectural Construction and Construction Management at Texas A&M University, and received his Master of Architecture degree in Construction Management at Texas A&M. Bob is currently Professor of Construction Science in the Department of Construction Science at Texas A&M University, and is actively involved in the construction industry through his teaching, continuing education, consulting, and writings.

Norb Slowikowski is a Productivity Consultant who has been working in the Construction Industry since 1982. He has assisted over 180 contractors in improving productivity and maximizing profitability by focusing on training, management and leadership skills. Norb also helps contractors implement basic productivity improvement tools. Norb is the author of the recently published book entitled, "Hard-Hat Productivity: The 9 Critical Factors for Maximizing Profits." He is a graduate of Loyola University in Chicago where he received a B.S. in Psychology and an M.S. in Organizational Development, plus numerous post-graduate courses.

Larry Walker has worked in the construction industry for 40 years. His introduction to the industry began as an owner's representative on power plant projects and as a start-up engineer. He has worked for 30 years in all phases of construction for a union electrical contractor working his way up the chain of responsibility to Senior VP of Operations. He was a professor in the Engineering School of the University of Southern Illinois for 11 years. He then purchased Sachs Electric in 1990 with three other partners expanding the company to 400% over the next 14 years. After retiring in 2004, he continued working as a contract consultant to the new ownership team. Mr. Walker is a graduate of the University of Missouri with an MSCE in construction management and a registered professional engineer.

Russell Walters is a professor of Construction Management at the M.E. Rinker, Sr. School of Building Construction at the University of Florida. He earned his Ph.D. in 1993 from the University of Florida in the field of Electrical Engineering. After graduation he joined a construction firm, working as an estimator, and later, a project manager for electrical construction projects. He is a licensed engineer and rose to the position of vice president and engineering director. During his tenure in industry, he directed construction projects in water and water treatment, and in power generating facilities."

James F. Weber, CPA is the founding member of Weber.O'Brien Ltd. Jim graduated from Bowling Green State University and began his career with an international CPA firm working in its Cleveland, Toledo and San Diego offices before leaving in 1980 to start his own practice. Since 1980, Jim has been involved in diverse client projects providing assurance, consulting, and tax solutions. Jim's work with clients includes the areas of manufacturing, marketing, advertising, public relations firms, and logistics companies. Jim's focus has been in consulting services, providing professional support in merger and acquisition opportunities, strategic consulting, operational analysis, and litigation support. Jim is a CPA and a member of the American Institute of Certified Public Accountants (AICPA) and the Ohio Institute of Certified Public Accountants (OICPA).

Dr. Steve Wilke received his doctoral degree in Psychology, specializing in Marriage and Family, at United States International University, School of Human Behavior. His emphasis on personal and professional life management developed into LEADon, Inc., an organization that focuses on these needs in corporate settings. Dr. Wilke assists companies that want to enhance their corporate culture as well as equip employees in the leadership skills necessary for success in today's marketplace. Author of several books, Dr. Wilke also serves as a media consultant and frequently speaks in seminar and retreat settings.

Michelle Wilson is the Director of Research for MCA, Inc. in Flint, MI. She is also an adjunct professor at Franklin University where she teaches mathematics and statistics through traditional and distance education (online) formats. She is experienced in development of procurement partnership between electrical contractors and their material distributors leading to higher levels of productivity and profitability. Michelle holds an MS degree in Mathematics from Northwestern University and a BS with honors in Mathematics from the University of Michigan.

Dieter Zander is co-founder of Re/IMAGINE!, a faith-based, non-profit organization in San Francisco that is a catalyst for community-building, creativity, and social action in the City. Formerly, he worked with Willow Creek Community Church in South Barrington, Illinois where he developed "Axis," an outreach to GenXers. Mr. Zander has helped national and international organizations understand and work with the younger generation (GenX/GenY) for the past fifteen years. A sought-after speaker and consultant, he has also co-authored the book, *Inside the Soul of a New Generation*.

Additional NECA Management Development Resources

Standards and Safety

Contact: Mike Johnston, Executive Director
Telephone 301-215-4521 / Email mike.johnston@necanet.org

ELECTRI International

Publications: Industry research on a wide range of topics
Contact: Bitia Silverman, Director for Projects and Public Relations
Telephone 301-215-4539 / Email baj@necanet.org

NECA/IBEW NLMCC

Mutual Gains Bargaining
Contact: NLMCC Office
Telephone 301-215-4510 / Fax 301-215-4545

Management Education Institute

Speaker Referral Service
Contact: Greg Mankevich, MEI Executive Director
Telephone 301-215-4550 / Email gam@necanet.org

Marketing

Contact: Robert Colgan, NECA Director of Marketing
Telephone 301-215-4525 / Email rwcnecanet.org

Integrated Building Systems

Contact: Mary Germershausen, Executive Director, Integrated Building Systems
Telephone 301-215-4548 / Email mmg@necanet.org

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